PRINTERS' INK

Registered U. S Patent Office

A JOURNAL FOR ADVERTISERS

185 Madison Avenue, New York City

VOL. CXXXV, No. 1 NEW YORK, APRIL 1, 1926 10c A COPY

OXFORD, O.

B. A. I. S. 1924 with
N. W. Ayer & Son

Faces, Fortunes and Futures



MARIE EARLE has specialized in faces ever since she opened her exclusive salon in Paris in 1910. Prominent society women persuaded her to come to New York, for *her* future—they said. Her New York salon became the rendezvous of America's elite. Famous New York stores asked to put in her line. Social leaders of the South, the Mid-West and the Coast, returning home, spoke of Marie Earle products to their dealers. She won a scattered and discriminating clientele.

Marie Earle deals in futures. To every woman she says "your face is your fortune" and follows this with "your skin tomorrow depends on how you care for it today." We asked her to apply this logic to herself. To let advertising today create a business complexion that would withstand the ravages of time.

In an era of ephemeral beauty preparations the quality of the Marie Earle line stands unique. The advertising has established the integrity of Marie Earle and the sincerity of her personal interest. Steadily growing demand is putting her preparations in the finest shops throughout the country. Tomorrow never comes, but each today has a look of rosier health.

N. W. AYER & SON

ADVERTISING HEADQUARTERS, PHILADELPHIA

NEW YORK BOSTON CHICAGO SAN FRANCISCO

103300

The SINCLAIR LAW of LUBRICATION

FOR EVERY MACHINE, of EVERY DEGREE of WEAR there is A SCIENTIFIC SINCLAIR OIL to SUIT its SPEED AND SEAL its POWER.

THE Sinclair Law of Lubrication is an *interrupting* way of presenting a scientific fact in a memorable manner.

The problem was to say: "*Sinclair recommends the right oil for your car, based on its degree of wear.*"

The solution was this Interrupting Idea—developed by the Federal Advertising Agency, Inc., of 6 East 39th Street, New York, and successfully used by the Sinclair Refining Company in all its advertising.

PRINTERS' INK

Registered U. S. Patent Office

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VOL. CXXXV NEW YORK, APRIL 1, 1926 No. 1

Make a "Present" to the Public in Your Advertising

In Order to Attract and Hold Readers, Advertising Copy Must Offer Gifts of Facts, Imagination or Ideas

By John Habberton Hawley

President, Hawley Advertising Company, Inc.

IT is perhaps fair to assume that most of the readers of PRINTERS' INK are close to the saturation point on arguments and discussions attempting to give copy a rating.

The questions of whether good copy is the product of sound analysis, based on knowledge of manufacturing and merchandising—whether copy is more important than the plan, or the plan is more important than the copy—whether copy should be short or long, "reason why" or inspirational—all these questions can be and are answered in dozens of different ways. And at this time I shall not confuse the issue by discussing the background that good copy obviously must have in order to be effective.

Copy writing itself is a fine art and an exceedingly difficult one. A man may be able to write English and yet never write a telling and selling piece of copy the longest day he lives. Nor will a comprehensive knowledge of his own business and ability to describe his merchandise accurately qualify a manufacturer to write his own advertising.

Consciously, or unconsciously, the reader of an advertisement is likely to feel that he is paying the copy writer a real compliment, and he is. In return for the courtesy, the copy writer should try to return the compliment immediately and tell the reader something that will interest him. From such good-will on both sides comes the value of real advertising.

Some years ago, the president of a big corporation for whom we were doing work sent for me and asked if we would take care of a small copy problem for one of his company's subsidiaries. He explained that the head of that organization was rather touchy and insisted on writing his own copy. The president wanted me to try to persuade the manager, a very hard-working man, to let somebody else write his advertising.

It was an interesting session. The department head tried to be polite and to cover up his real feelings as best he could. I proposed that we put our cards on the table and asked him point-blank why he did not want to let us or some other advertising organization prepare his newspaper announcements. He came through clean and said, "Well, the fact is I know more about my business than any of you fellows; it takes me too long to explain it; I think I write good English; and I think I can do the work better than anyone else." He showed me many of his own compositions and asked me what I thought of them. It was a hard question to answer, because the copy, while entirely grammatical, was frankly dull.

Any one of a dozen of his com-

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petitors could have said exactly what he said, and several of them were using the same formula. That his copy hadn't pulled was the reason his superior wanted a change.

It was easy to see that I wouldn't have any success in criticizing his work, at that point, so I decided to try an experiment. I picked up a newspaper on his desk and said, "You'll admit, won't you, that a newspaper man must have ability and training in order to hold his job on a big metropolitan daily?" He would, and did. I said, "All right, let's look at this paper for a minute. In the right-hand column is a dispatch from the state capital sent in by a staff correspondent. The man who covers the capital must know the political situation there, what the Governor is doing, and what the party leaders are attempting. You don't think an untrained reporter who didn't know his way around could have written that story, do you?" He didn't.

Then I said, "Take this little two-stick item in the middle of the page. It was undoubtedly sent in by a trained 'leg man.' He has the correct name and address of the man who was hurt in an accident, he's given the facts briefly, and hasn't wasted a word. That requires special training, too, does it not?" Again he agreed.

"Now let's turn over to the editorial page. The leader was probably written by one of the chief editors after an editorial conference. The writer, thoroughly familiar with his newspaper's policy, its ideals and ambitions, and with the preferences of its readers as well, has written his editorial with a distinct purpose in mind." My new acquaintance nodded. Quite naturally I was asked what this had to do with advertising writing.

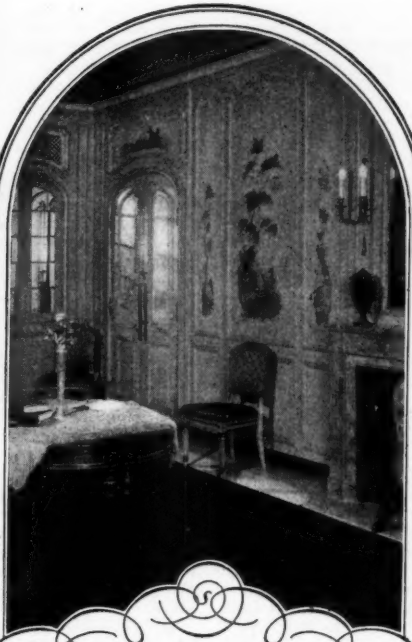
I said, "Advertising writing requires a technique of its own. Suppose we look for some good examples in your paper. Let's pick out the good ones and compare them or the spirit of them with your own." We looked at several attractive pieces of copy that contained interesting bits of news. The reader was repaid for the time spent, whether he ever intended to buy what was offered or not.

Then I swung from the shoulder, as my sporting friends would say, and said, "Now look at your advertisements. In each of them you say you have very nice goods and you want to sell them, and the price is so much. You say it over and over again. The one good thing about your advertising is that you do stick to it, and you do say what you mean. But these other advertisers whose work you admired give their readers a little present. They tell a reader something new, something interesting, something about their own goods or something that will make their own goods remembered. There's a freshness and a sustained interest day by day in these other campaigns, don't you think, which you'd be willing to admit your own advertising lacks?"

He was square about it and did admit it. "How do these people get their material?" he asked "I don't have time. I usually make a few notes on the back of an envelope going home at night, give it to my secretary and we make an advertisement of it."

I'm not going to repeat that part of the story here. The facts I gave him are the facts that any advertising man could have given him, as to how good copy writers study, read, explore; how they keep in touch with current events, prejudices, fashions and all the rest; how they must learn to compress their writing, how they must work with the headlines and introductions. And then I surprised him by admitting that actually they had to know a great deal about the goods they were trying to sell and about the concerns for whom they were endeavoring to build good-will.

I believe that man honestly thought that a copy writer's ambition is to write some sort of an essay that has little to do with the advertiser's practical needs. An institution, or a firm, or a corporation that has a big message to tell learns after experience that



PALMER HOUSE
CHICAGO

THE PALMER HOUSE has recently opened a new building in the very center of Chicago's life. With its new facilities, this hotel affords today, the highest standard of hotel accommodations.

The McCann Company is proud to be serving this splendid Chicago institution.

THE H. K. McCANN COMPANY

Advertising

NEW YORK CLEVELAND SAN FRANCISCO DENVER
CHICAGO LOS ANGELES MONTREAL TORONTO

in order to make and hold readers of its copy it must make presents; literary presents, if you like; fact presents, idea presents, imagination presents.

Obviously, the writer of effective advertising copy must get the facts, the main essentials, not only about the article which he is to advertise, but about all kindred lines. He must be familiar with his possible market—sometimes it is difficult to get the vital facts from the advertiser, who does not understand why the writer of copy needs to know so many things.

Occasionally, however, we run into quite the other extreme, which is as flattering as it is embarrassing. I remember one time when the president of a great organization introduced me to a department head who was charged to give me all the details about the goods that were to be offered for sale.

The manager was exceedingly polite and rapidly told some of the simple and outstanding features. Then he stopped and said, "I imagine that is all you need to know about our line to write your story. I am looking forward with great interest to seeing the copy."

I said, "There are a lot of things you know about your goods that you haven't told me. You are the sales manager here and probably the best individual salesman in the organization. I would not be at all surprised to know that in the top drawer of your desk you have a list of twenty-five first-class prospects whom you expect to call on soon and from whom you hope to get a good deal of business."

He acted as though I had happened to hit on the exact truth. I put this question frankly to him, "Would you send me out with no more information than I have now to try to sell those good prospects or would you think it better to give me a more complete training?" He quickly admitted that he thought that without a more comprehensive knowledge I would not be likely to make a single sale. Then he began in good earnest to tell me the selling points, the possible objections and how to overcome them. Although he did not realize it at the time, he was giving me a lot of valuable information—information I was glad to have quite apart from its connection with the immediate advertising problem. That information when it was turned into copy became "presents" from that advertiser to the public.

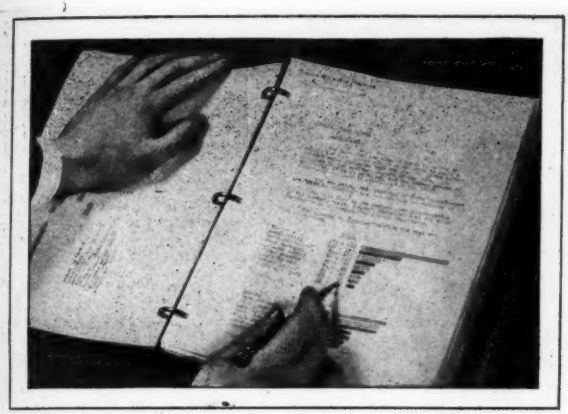
The best way to explain this basic copy idea of "presents" to the readers of this article is by making "presents" to them—in other words to cite examples of advertising that show a grasp of this philosophy.

Wheatena, in a recent magazine advertisement, prints a chart showing what children of different ages should weigh. That's a "present." Phenix Cheese offers an inviting suggestion for a luncheon and another for a dinner. Lux will surprise a good many readers by showing the actual value of the clothes laundered each week. Wesson Oil tells how to make mayonnaise with oil and an egg. Colgate tells what neglect of teeth may lead to. Lysol warns against getting the lips too close to a telephone mouthpiece.

In newspaper advertising, John Wanamaker shows a picture of an "Agnes" frock direct from Paris; and a strap pump "just in time for the Palm Sunday and Easter promenades."

The Red Star Line reminds us that Rotterdam, Hague, Amsterdam, and Brussels are close to Antwerp. All of those advertisers show a grasp of this idea.

Skimming the surface is not writing copy. Rarely are the first thoughts which come easily and are quickly jotted down the best thoughts. Collecting the facts will not insure copy—real copy. J. M. Barrie, in "Tommy and Grizel" unknowingly gave advertising writers a splendid piece of advice. Remember what the great Pym said to Tommy when he read Tommy's first effort at a novel? It was something like this: "Now you have described your characters, you know exactly what they are likely to do and say. Throw this into the waste basket and go ahead and write your story."



A book about *your* business

by the folks who buy your goods

HOW often have you fumbled hopefully through books on marketing only to lay them aside because they did not apply to your particular problems? How often have you wished that somewhere you might turn to a volume and find answers to the intricate questions of your own business?

There is such a book. Its name is the Richards Book of Facts. Your copy of this book does not exist as yet, because, unlike any other book, a Richards Book of Facts is prepared for the individual manufacturer. It presents a study of that manufacturer's product and marketing methods as disclosed by a field survey in which hundreds, sometimes thousands, of consumers, retailers, and wholesalers are interviewed.

When your Richards Book of Facts is made you will find in it, not theory, not out-of-date accounts of someone's else business, but trustworthy information to guide you and us in the making of advertising and sales plans.

As one manufacturer says about his Richards Book of Facts, "We feel that it insures our money will not be spent until results are certain."

We will gladly tell you how a Richards Book of Facts may be prepared for your business and used as the basis of the advertising which we do for you.

A copy of our new booklet entitled "Business Research," which describes the place of research in modern business, will be sent free on request. Address JOSEPH RICHARDS COMPANY, INC., 247 Park Avenue, New York City. *An Advertising Agency Established 1874.*

RICHARDS "Facts first—then Advertising"

"The Brooklyn Standard Union"
Seven Days for Seven Cents

The Brooklyn "Standard Union" is again served to its readers at one cent a copy, both daily and Sunday.

This has not been done by any Greater New York newspaper since the "World War."

Selling on the newsstands once more at one cent, the "Standard Union" will give to the people of Brooklyn a newspaper ruggedly loyal to their interests.

The "Standard Union" will be made a better news-

paper, if possible, than ever, giving the complete news of Brooklyn—truthful, crisp, unbiased and exact. It will continue to be a newspaper welcome in any home of culture and refinement.

The "Standard Union" is sold by your newsdealer in Brooklyn, Queens and Manhattan. Notify this office if for any reason you are unable to purchase it, at the hour you want it, upon any newsstand.

"The Standard Union"

Seven Days for Seven Cents

R. J. R. Shuttleworth
President

LARGEST DAILY CIRCULATION IN BROOKLYN OF ANY BROOKLYN NEWSPAPER

Raw Rubber Question Makes Copy for U. S. Tires

Campaign in 4,500 Newspapers, in General Periodicals, in Class, Business, and Farm Publications, and in Direct Mail to Make Use of This Timely Theme

WHETHER one is driven about in a Rolls-Royce or prefers to do his own driving in one of the humbler products of Mr. Ford's factory, in a so-called pleasure car or truck, it may safely be assumed that he has to buy tires and is therefore interested in the price and quality of that which he gets for his money. This interest has been suddenly and abnormally intensified during recent months by the large amount of comment which the subject of rubber has been given in the editorial columns of the newspapers and other publications.

At this particular time, right at the beginning of the big tire-buying season of the year, when the pocketbook of the individual motorist becomes sensitive on the tire question, the United States Rubber Company is launching a very extensive campaign of advertising. In one of its important phases, it will address itself to some of the questions that were stirred up by the recent discussions in the press and which will probably come more or less lustily to life again when the car owner begins buying tires. As at present scheduled, the advertising will appear in about 4,500 newspapers throughout the United States, a number of weekly and monthly general periodicals, a special list of class magazines, tire publications and farm papers. In addition, there is to be a very extensive campaign of direct mail to dealers and car owners.

The forthcoming campaign is described at length in an introductory advertisement without mention of or reference to the preceding newspaper discussions on the subject of rubber. The tie-up is indirect and therefore, if anything, more effective than if the advertising were handled or presented as an extension of the discussion as it was handled in the news.

This introductory advertisement is a two-page spread. One page under the heading "A New Kind of Advertising," says:

(1) During 1926, the makers of United States Tires will publish what they hope will prove the most helpful series of advertisements on tires ever printed. (2) Conventional advertising forms and statements will be discarded. In their place direct questions such as any motorist might ask about United States Tires will be specifically answered. (3) They will be questions that have passed in and out of your mind, no doubt, ever since you have been a car owner. (4) No one will be able to read this series, either in whole or part, without knowing more about rubber and tires than he ever knew before. (5) Do not miss reading the U. S. Tire advertisements in newspapers and magazines from now on. (6) They are for the benefit of every car owner, whether he rides on United States Tires or other makes.

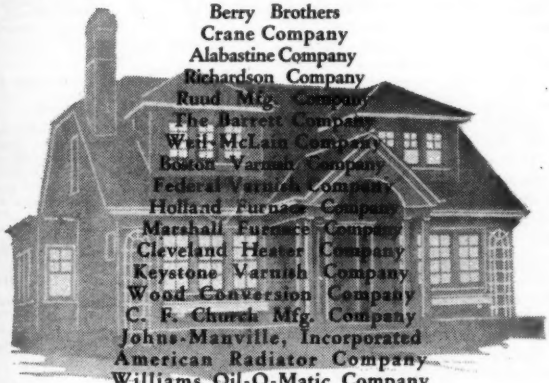
The foregoing, well displayed in bold type was set beneath a photographic illustration of two men tapping a rubber tree "On a U. S. Rubber Company Plantation." The right-hand page is headed, "Questions and Answers on the American Rubber Supply and Automobile Tires." Here, in two, narrow-measure columns, tabulated in question and answer form, and very readably displayed, is the "big story" of the campaign. It is not too much to say that most of the nine questions asked and answered on this page are of vital interest to everybody who spends money for tires. As, for instance: Where does America get its rubber? Is America represented among the Far Eastern rubber planters? Do the United States Rubber Plantations produce any considerable quantity of rubber? What does all this mean to me as a buyer and user of United States Tires? Will America ever be reasonably independent in its rubber supply?

The answer to the last question

More Than One Half Million Wisconsin Readers Every Day

Building Business for Building Materials—

TWENTY leading national advertisers of building materials used The Journal *exclusively* in Milwaukee during 1925.



Your advertising dollars concentrated in The Milwaukee Journal alone will yield a maximum volume of business at a minimum cost in the rich Milwaukee-Wisconsin market.

The Milwaukee Journal

***FIRST*—by Merit**

Read by More Than Four Out of Five Milwaukee Families

is quite significant: It reads "Probably so, in the course of time. For instance, the U. S. Rubber Plantations will probably yield 15 per cent more rubber in 1926 than in the past year. Every year more rubber trees come into production; and as trees grow older they yield more abundantly. It takes from five to seven years from the clearing of the ground to bring a rubber plantation into bearing. For several years to come, the U. S. Rubber Plantations will be the only important American-owned source of rubber."

G. N. Walker, advertising manager in charge of tire division advertising, said concerning this advertising: "This campaign will be one of the most far-reaching and ambitious educational efforts we have ever made in our advertising. It will comprehensively answer the tire-buyer's question, 'Why should I buy U. S. Tires?' with all the facts in our possession. The work entailed in gathering these facts has been difficult in the extreme, complicated by the necessity of completing in a few months what represents years of past experience. Many of the vital technical accomplishments and resources of the U. S. Rubber organization, as these things have to do with the manufacture of tires, will figure prominently in this campaign, and to this end we have taxed all branches of our organization from our laboratories and factories to our rubber tree plantations. The great popular interest recently manifested in the source of this country's rubber supply is our warrant for believing that the facts we have in our possession on the production of raw rubber and tire manufacture will, when presented in our campaign, be of more than ordinary interest to purchasers of automobile tires."

F. F. Umlauff with Street Railways Advertising Company

F. F. Umlauff, who has been with the Federal Advertising Agency, New York, in various capacities during the last nine years, has joined the plan department of the Street Railways Advertising Company, New York.

Studebaker Advances Vance and Cleary

H. S. Vance, sales manager of The Studebaker Corporation, South Bend, Ind., has been elected vice-president in charge of production and engineering. He succeeds M. F. Wollering, resigned. Mr. Vance has been with the company since 1910. James M. Cleary, whose appointment as assistant sales manager was only recently reported, has been advanced to the position of sales manager, succeeding Mr. Vance.

D. D. Cooke to Return to Arnold Joerns Agency

David D. Cooke will return to the Arnold Joerns Company, Chicago advertising agency, on April 5, as vice-president in charge of the copy and idea departments. He was one of the organizers of the agency, twelve years ago, which was then known as Cooke & Joerns. For the last ten years Mr. Cooke has been associated with The George L. Dyer Company, recently as an associate partner.

United Hotels Account for Frank Seaman

The United Hotels Company of America, New York, has appointed Frank Seaman, Inc., advertising agency of that city, to direct its advertising account. Magazines, newspapers, business papers and fraternal publications will be used.

Ball Bearing Account for Henri, Hurst & McDonald

The Marlin-Rockwell Corporation has appointed Henri, Hurst & McDonald, Chicago advertising agency, to direct the advertising of the Strom ball bearing division, of Chicago.

St. Paul Railway Account for N. W. Ayer

The Chicago, Milwaukee & St. Paul Railway has placed its advertising account with N. W. Ayer & Son. This appointment will become effective in June.

O-Cedar Account for Collins-Kirk

The O-Cedar Corporation, Chicago, manufacturer of O-Cedar mops and polish, has appointed Collins-Kirk, Inc., advertising agency of that city, to direct its advertising account.

Ide Account to J. Walter Thompson

George P. Ide & Company, Troy, N. Y., Ide collars and shirts, have appointed the J. Walter Thompson Company to direct their advertising account.

In the Course of the Day

From early morning till late at night there's a steady demand for Rhode Island's representative newspapers

The Providence Journal

and

The Evening Bulletin

These newspapers have built through rigid supervision of advertising columns as well as the high character of editorial and news pages, a reader confidence and influence that make them valuable mediums for manufacturers who seek good company and a friendly welcome in this prosperous Rhode Island market.

Circulation

104,000 Net Paid

Providence Journal Company

Providence, R. I.

Representatives

Chas. H. Eddy Company
Boston New York Chicago

R. J. Bidwell Company
San Francisco Los Angeles



A page advertisement, in miniature, from the schedule of Marshall Field & Company in the Photogravure Section of The Chicago Daily News—the only photogravure section in Chicago used by Marshall Field & Company.

The Mirror of Fine Merchandise

The high character of the Marshall Field & Company advertising is emphasized in the Photogravure Section of The Chicago Daily News. In this medium Marshall Field & Company almost literally mirror to the people of Chicago the qualities of their high-grade merchandise.

Knowing the home selling influence of The Daily News and the general popularity of the Photogravure Section among Chicago families, local advertisers in February placed 16,458 agate lines of photogravure advertising in The Daily News—more than five times the total of their other photogravure advertising in Chicago.

The Saturday Photogravure Section of

THE CHICAGO DAILY NEWS

First in Chicago

$21,000,000 for roads each year



induces Oklahoma farmers to buy—

AUTOMOBILES—TRUCKS
TIRES—CHAINS
MOTOR OILS—GASOLINE
SHOCK ABSORBERS, ETC.

OKLAHOMA is spending $21,000,000 a year for good roads . . . An investment that means profitable Oklahoma sales for automotive manufacturers! More than 112,000 miles of Oklahoma roads encourage the farmers of this prosperous market to spend their money for automobiles, trucks and accessories. In 1925 automobile and truck sales exceeded 1924 records and caused automobile registrations in Oklahoma to increase 27%—caused truck registrations to increase 47.2%. This evidences the ever-expanding buying power of Oklahoma.

Take the proven path to volume sales in this market! Advertise your product to Oklahoma farmers through their *only* farm paper, the Oklahoma Farmer-Stockman.

Carl Williams, Editor

The OKLAHOMA FARMER-STOCKMAN

Oklahoma City

Ralph Miller, Adv. Mgr.

E. KATZ SPECIAL ADVERTISING AGENCY

New York Chicago Detroit Kansas City Atlanta San Francisco

Inside and Outside Work for Sales Managers

How Best to Balance His Time Is a Question Every Sales Manager Must Work Out in the Light of His Company's Specific Problems

By C. C. Leininger

Sales Manager, The Mennen Company

SALES management, as I see it, is neither chess nor golf. It is not entirely an indoor sport, nor is it one which keeps a man always out in the open air.

The more I read what is written and hear what is said on the subject of how much time a sales manager should spend away from his office, working with his salesmen and calling on prominent customers, the less I understand how the matter can be decided or even discussed intelligently in general terms, applying to all sales managers. There are three general types of companies and several different types of sales managers. There are local, sectional and national businesses. There are district, division, traveling, and general sales managers. When a man writes that a sales manager should spend half his time out on the road, or 40 per cent of his time in the home office, he should specify just what type of sales manager, working for just what sort of company he has in mind.

The problem of inside and outside time is not so difficult for the sales manager of a local company. He must be the star salesman as well as the developer of other men. He is of most value to his company when he is actually making calls. He must be prepared to go out and make a sale where other men fall down. He must be ready to handle difficult problems. Then after his calls of the day he has time for office work because there isn't a whole lot of it, and he is in close touch with all his men.

The sales manager of a concern doing a sectional business is somewhat in the same position. But he is required to use a little more care in keeping in close touch with his home office. He must give up more time to his office work. There is a little more of it for him to do, for he has to keep in close contact with salesmen whose territories he has not visited recently.

The sales manager of a company doing a national business is the one who has the real problem in properly balancing his inside and outside work.

A sales manager for a national company is of value only if he is properly organized to be of real assistance to all his men at all times.

VOYAGES OF SALES DISCOVERY

If he has comparatively few salesmen he must carefully analyze their day-by-day work so that he can give constructive advice by mail. His voyages of discovery through the provinces should give him a clearer vision of the business and of the problems his men are up against. What traveling he does, should assist him in giving each of his men more practicable help. If he is away too much or doesn't have a capable assistant in the office at all times when he is away, many a salesman will get discouraged and waste valuable time because no one is ready to give prompt advice and instructions during the absence of the boss.

When a concern builds a large national business it soon becomes necessary for the sales manager to operate through district managers.

Then he must naturally place full responsibility for the proper solicitation of business in each territory in the hands of the district manager. The district manager must be his point of contact

with salesmen and important customers. It is up to the sales manager to develop his district managers so that each one can stand on his own feet.

I know of a district sales manager who had been promoted to a district formerly handled personally by the sales manager of the company previous to his appointment to that position.

Four important contracts were coming up for renewal in the district in question. Because the new district sales manager knew the sales manager was well acquainted with all of the buyers in the district, he formed a habit of leaning on the "boss" whenever he got in a tight place with the result that the sales manager made frequent trips into the district for the purpose of securing contracts which should have been properly secured by the new district sales manager himself.

It was decided by the sales manager that the time had come for the new district sales manager to stand on his own legs. He, therefore, informed that individual that it was impossible for him to take time off to help secure the four contracts up for renewal. He told the district sales manager it was up to him to get them. The district sales manager then made an attempt to get the contracts and lost all four of them.

Some people might say it was poor business for the sales manager to allow a district sales manager to lose four important contracts. However, it is just about the best thing that ever happened to the district sales manager. He gritted his teeth and made up his mind that he was going to be just as good in that district as the "boss" had formerly been.

The interesting point is that after the loss of the four contracts the district sales manager never lost another important contract and constantly improved his work with the result that in the course of four years he was general sales manager of the company upon promotion of his "boss."

The incident mentioned illustrates the point that men can be developed primarily by self-development. Outside assistance very often retards self-development. Young chickens don't thrive when someone helps them break the shell. The same principle is true in hatching out real self starters who can think and act for themselves.

The sales manager's trips outside, in this type of company, are for the purpose of getting first-hand reactions to sales plans and company policies. If he jumps out to grab off big orders or instruct the salesmen in a district he will merely cause confusion. If he does the district manager's work for him, then the district manager won't develop. In order to succeed he must delegate authority. He should, therefore, strengthen the hands of the men to whom he has delegated it. He must build men, not confuse or weaken them.

His trips must be to get first-hand material to help him in his home office work, so that he will formulate no policy which will disturb or confuse his district managers.

Some sales managers who make strong pleas for more time away from the home office, suffer, I think, from the strong temptation to show up the field men by doing a spectacular job of star salesmanship. This hurts morale. The men resent the show-off.

THE DISTRICT MANAGER'S JOB

It is difficult for this type of sales manager not to give special instructions to salesmen in a district, men who are directly responsible to the district manager. The district manager, if he is worthy to hold the job, should know far better how to handle his own men than the general sales manager.

In my opinion every sales manager in a large company should consider each of his district sales managers as a potential general sales manager. He should give him the same sort of responsibility and co-operation he expects from the president of the company. If he is continually traveling the territories because he thinks he must

spend 45 per cent of his time away from his desk, he is very liable to butt in and confuse rather than aid.

The reason for his trips should be, as in smaller companies, a desire to aid through securing at first-hand facts which help toward a more complete analysis of conditions in each territory.

When these discovery trips are made, the district sales manager should always go along. Then as customers and salesmen are interviewed, facts are brought out which help the district manager work better over his whole territory and with all salesmen. If the general sales manager gets the facts by lone, personal investigation, then writes orders after he gets back to the home office, his trip may have the opposite effect. The time, therefore, spent outside by the general sales manager is not so important in number of hours or weeks as it is in its method, and in how well the home office is covered during his absence by a capable man. It is his job to build up interest among the branch managers instead of showing up weaknesses.

As department sales manager for a large concern I faced the proposition of getting new distributors in a new field. The concern with which I was connected operated through twelve branch offices headed by twelve branch managers.

It was suggested by people over me that I show up the branch managers by going into their districts and getting accounts that they apparently had been unable to secure themselves. It was thought that in such manner I could spur the men to greater effort. I took the opposite view that ultimate results could best be obtained, provided the branch managers secured the business with my assistance, on the theory that if the branch managers secured the new business they would do all in their power to see that the new accounts grew and were a source of profit.

Against the desire of my superiors I proceeded to build up interest and desire on the part of branch managers toward securing new accounts. In one case, after discussions with the heads of a concern whose business we wanted to obtain, also after addressing the salesmen of the concern in question, I withdrew from the picture and allowed the manager and his salesmen to secure the initial business, which amounted to an order for three or four carloads.

Because of the fact that the branch manager and his salesmen finished the job and were successful in securing the orders which, of course, were practically all set after my preliminary work, they felt they were important factors in securing the business and the account in succeeding months was very profitably developed.

If an account is to grow into the profitable class from the initial order, then the men who are to stay with it and make it profitable, should have a definite part in securing it, or think they have. If the sales manager wants accounts to stay happy by being well handled, he mustn't start them off wrong merely to show he is a great closer.

THE FOUR WHEELS OF A BUSINESS

Any business, large, medium or small is a vehicle going somewhere on four wheels controlled by a steering wheel. The man at the steering wheel is the president or general manager of the company. The wheels that carry the vehicle ahead are "Sales and Advertising," "Production," "Accounting" and "Credit." The sales manager must be interested in the successful operation of all four wheels. He is primarily responsible for the successful lubrication and operation of the "Sales and Advertising" wheel.

In the smaller organizations where there are no district or branch managers, the spokes of the sales wheel are the individual salesmen. In larger companies the spokes are the district sales managers. How well and how fast the business vehicle goes ahead depends on the strength and fitness of each spoke. If one spoke cracks, the wheel will still function, but if

several break, the wheel collapses and the hub is of no value.

The whole question of how much time the man at the hub of the sales wheel spends out on the road depends on how much time he can use to help strengthen each spoke in his wheel, without weakening the hub itself by neglect at the home office. He must always be a developer of men.

He can look for a position up nearer the big steering wheel as he develops the spokes and a good man to take his place more and more at the hub of the sales wheel.

I know of no way by which a definite percentage of time for a sales manager to spend on the road can be pre-determined.

It is up to him to do fixing when and where it is required. He should not be averse to travel or afraid of upper berths. But he must be so organized that the office machinery is being well taken care of while he is doing his field fixing and helping. One of my friends once said that every sales manager should spend a little more time on the road than he thinks he can afford to spend.

I would amend his general definition to say this:

A sales manager should spend enough time on the road to secure intelligent first-hand knowledge to aid him in strengthening his spokes, and to help him avoid laying down policies at the home office which won't work out in practice.

How much time that will take a sales manager depends upon the sales manager and the type of his company.

Churchill-Hall Has Daven Account

The Daven Radio Corporation, Newark, N. J., has placed its advertising account with Churchill-Hall, Inc. Advertising in magazines, newspapers, radio and trade publications will be used.

J. M. Cecil to Make Headquarters at New York

James M. Cecil, vice-president of Cecil, Barreto & Cecil, Inc., Richmond, Va., advertising agency, has moved to New York to take charge of the New York office of that agency.

Penton Publishing Company Appointments

The following appointments have been made in the business departments of the publications of the Penton Publishing Company, Cleveland:

G. O. Hays, Eastern manager, *Iron Trade Review* and *Daily Metal Trade*, New York; L. C. Pelott, Western manager, *Iron Trade Review*, *Daily Metal Trade* and *The Foundry*, Chicago; A. L. Klingeman, Central Western manager, *Iron Trade Review*, *Daily Metal Trade* and *The Foundry*, Cleveland; S. H. Jasper, Pittsburgh manager, *Iron Trade Review*, *Daily Metal Trade* and *The Foundry*, Pittsburgh;

J. F. Ahrens, Eastern manager, *The Foundry* and *Abrasive Industry*, New York; John Henry, sales promotion manager, *Iron Trade Review*, Cleveland; H. N. Pickett, sales promotion manager, *Daily Metal Trade*, Cleveland; F. F. Light, circulation manager, *Iron Trade Review*, Cleveland, and F. F. MacMichael, copy and art service manager, Cleveland. A. G. Raufer has been added to the advertising sales staff of the Pittsburgh office.

Donald Lawder with "The New Yorker"

Donald Lawder, formerly Western manager of *Harper's Bazar* and for three years in the Chicago office of Erwin, Wasey & Company, has joined the advertising staff of *The New Yorker*. He is in charge of automobile advertising, both East and West, and, in addition, is handling national accounts in New York City and New York State.

H. P. Connable with Allied Newspapers

Howard P. Connable, formerly with Archer A. King, Inc., publishers' representative, Chicago, and at one time with Erwin, Wasey & Company, advertising agency of that city, has joined the Chicago staff of Allied Newspapers, Inc., publishers' representative.

Shoe Account for Botsford-Constantine

The Washington Shoe Manufacturing Company, Seattle, Wash., has appointed the Botsford-Constantine Company, Inc., Seattle advertising agency, to direct its advertising account. Newspapers and farm publications in the Pacific Coast territory will be used.

C. I. Putnam, Publisher, Washington Newspapers

C. I. Putnam, formerly advertising director of the Boston *American*, has been made publisher of the Washington, D. C., *Times* and *Herald*. He has been associated with the Hearst organization for a number of years and, in 1925, was business manager of the *Herald*.

"1776" "1926"



INDEPENDENCE HALL, Philadelphia, where the DECLARATION OF INDEPENDENCE was signed and the CONSTITUTION OF THE UNITED STATES was adopted.

The Evening Bulletin

PHILADELPHIA'S NEWSPAPER

joins heartily in the invitation of the

POOR RICHARD CLUB

to the members of the

Associated Advertising Clubs of the World

to attend the 1926 Convention to be held in

PHILADELPHIA

The City of the Greatest Historical Interest in the United States at the time of the Celebration of the 150th Anniversary of American Independence

Convention Headquarters of A. A. C. W.

Occupy the 10th Floor of

The Bulletin Building

N. E. Corner City Hall Square

Delegates and visitors to the Convention are also invited to inspect the Bulletin Building and the Annex, housing as they do the largest individual newspaper printing plant in the world.

"In Philadelphia nearly everybody reads The Bulletin"

Lambert Bros.

MAKERS OF FINE JEWELRY

3rd Ave. cor. 58th Street
New York



LAMBERT BROTHERS . . . makers of fine jewelry . . . direct importers of diamonds from the gem marts of Europe . . . designers and manufacturers of exclusive jewelry . . . retailers of hundreds of articles of the jeweler's craft . . . buying headquarters for countless thousands of New York men and women.

For half a century Lambert Brothers have been building good-will . . . establishing an outstanding reputation for reliability . . . developing a constantly increasing sales volume . . . rendering a service that draws trade from far and near.

The uninterrupted growth of Lambert Brothers . . . through times of war and peace . . . through periods of prosperity and depression . . . in their place of business at 58th Street and Third Avenue . . . the outer rim of New York's shopping center . . . has been due in large measure to their undeviating policy of regular and consistent advertising.

NEW YORK EVE

The largest evening newspaper circulation in Ameri
3c a copy daily—5c on Saturdays

Lambert Bros. Have Invested $150,000 in the New York Evening Journal During the Past 10 Years

Lambert Brothers have used the New York Evening Journal for 27 consecutive years . . . to reach the largest audience of evening newspaper readers in America. They have concentrated a great part of their entire appropriation in this one newspaper . . . because of its intensive coverage of New York and suburbs.

During the past ten years Lambert Brothers have invested $150,000 in the New York Evening Journal. They have continued to increase their investment year after year . . . because the Evening Journal has continued to increase sales and make each year's investment a profitable one.

For 27 consecutive years the New York Evening Journal has maintained the largest evening circulation in America . . . and for many years has had an overwhelming leadership among all New York evening newspapers in volume of jewelry advertising printed . . . exceeding the next two evening papers combined during 1926 by a wide margin.

The purchasing power and responsiveness of over two million Evening Journal readers is well proven by the long experience of successful merchants like Lambert Brothers . . . who advertise Diamond Engagement Rings from $75 to $5000 . . . Elgin, Waltham, Howard and Hamilton Watches . . . Diamond-paved Platinum Brooches . . . and other jewelry ranging in price from a few hundred to several thousands of dollars.

Average daily net paid circulation for week ending February 20, 1926, was 738,193 copies a day

NING JOURNAL

OUBLE the circulation of any other New York evening paper PLUS 100,000

Classified Leadership of The Detroit News

Is An Index to Its Effectiveness In All Other Types of Advertising

DURING 1925 The News printed 1,486,173 separate classified advertisements, 825,000 more than the next medium and led also overwhelmingly in classified lineage with 7,808,584 lines published—a lead of 2,936,262 lines over any other Detroit newspaper.

Classified advertising depending neither on type display, art or position for compelling attention is one of the best measures of advertising effectiveness available.

Since classified advertising must make direct returns without these aids the medium itself and the interest readers have in it must do all the work.

In Detroit that medium is The News which now has a week day circulation of more than 320,000 and a Sunday circulation of more than 350,000, covering its territory more thoroughly than any other newspaper in any other city of Detroit's size or larger.

That the classified leadership of The News is a capable barometer of advertising effectiveness is substantially established by the enormous total advertising volume of The Detroit News during 1925 in all classifications which exceeded 33,600,000 lines, leading all other large metropolitan newspapers.

During 1925 The News Made the Greatest Gain in Number of Want Ads of Any American Medium

The Detroit News

Detroit's HOME Newspaper

It Made Detroit a One Paper Field

Stove Pipe—Aunt Sarah's Oven—and Peaks and Valleys

How the Jackes-Evans Manufacturing Company Solved a Seasonal Problem

PEAKS and valleys have been responsible for about as many ingenious merchandising ideas as any other single marketing factor. They led the Hills Brothers Company to add coconut and grapefruit to its original product, dates. They have led manufacturers of products which have always been used solely in the winter to dig around until they could find summer uses for the same or allied products. The sled-maker turns his hand to wheelbarrows. The maker of lawnmowers takes on snow shovels. Behind every manufacturer of a seasonal product stands the grim spectre of oscillating sales and consequent periods of capacity work and partial shutdown.

A most interesting example of what happens to a manufacturer when he begins to look around for a merchandising shovel that will fill up the valleys without leveling the peaks is the experience of the Jackes-Evans Manufacturing Company, manufacturer of stove pipe and Aunt Sarah's Oven. This company's experience is interesting, not only because the company found a new product, but because of some of the things which lay behind its decision to advertise and some of the things that happened after the product was on the market.



DEMONSTRATIONS AND WINDOW DISPLAYS WERE USED TO BACK UP CONSUMER AND TRADE ADVERTISING

The company has been in the business of manufacturing stove pipe and sheet metal specialties since 1887. It is the originator of the Easy Lock stove pipe. This lock device is now used, according to an official of the company, by about every maker of stove pipe

in the country, although originally its patents were the sole property of Jackes-Evans.

However, although the company had a good thing in its patents, it never did any advertising in a large way. The result was when the patents expired it found itself with nothing particularly tangible to show for the seventeen-year jump it had on the trade. Of course, it had a reputation among dealers, but so far as the consumer was concerned the trade-name of Easy Lock meant just about nothing. Therefore, the company was a particularly willing listener to the man who said "advertise."

In its stove pipe and sheet metal manufacturing, the company's chief problem in both production and sales was tied up in the peaks and valleys caused by the seasonability of the products. The company was either always too busy or not busy enough and since the working force could not be dismissed during the slow seasons, net profits suffered. Another difficulty was that stove pipe, being bulky, is difficult to warehouse and cannot be stored ahead in large enough quantities to make possible a stabilized production schedule.

A search for a balancing product was begun. This search ended in the making of Aunt Sarah's Oven. This is a top-of-stove oven, used for baking, browning, toasting and broiling. In appearance it is quite different from the ordinary oven, being round and squat, more or less like a large cooking pot.

Its chief advantages are that it uses little heat, does not heat the kitchen badly, makes baking more convenient, and costs only one dollar.

It can be made of the same material as stove pipe and on the same machines by the same workmen. Consequently, the line was put on the market without any added overhead production expense. Adjustments had to be made in the sales department, but of these more later.

The first six months were used for a test period during which approval of domestic science experts was sought and the product was made definitely correct. When the product was right the company was ready to shoot.

No attempt was made to go out and corral a national market right off the bat. Instead, Aunt Sarah's Oven was introduced through department stores in St. Louis, home city of the Jackes-Evans company. Today, the company shows, as part of its salesmen's portfolio, facsimile letters from the leading St. Louis department stores testifying to the success of the product.

The oven was right and had proved marketable. Next came the endeavor to broaden the market.

Advertising was commenced. First came the advertising in trade papers, followed by advertising in leading women's magazines. For 1926, the company is using five women's magazines and three dealer magazines.

The consumer advertising makes a bid for direct sales, each piece of copy carrying a coupon. This company is still in a position where it wants direct consumer orders to show to dealers as evidence of the fact that people want the product. Each advertisement is headed by a neat line-drawing and a headline which emphasizes some one leading sales point. The copy then takes up the whole story and finishes with a description of the product's construction, followed by the coupon. Each advertisement also carries a small line-drawing to show how the oven is built. Although the advertising has been running only a few months, more than 50,000 ovens have been sold.

In addition to the periodical advertising, the company also issues dealer helps. First is a tag attached to the product, which gives directions for use, suggests menus and gives a temperature and time schedule for cooking various dishes.

Then there is a neat three-color folder, for counter and envelope stuffer use. This shows a picture of Aunt Sarah and her oven, takes up the talking points one by one, shows some of the dishes that can be prepared with the oven, features the price, and closes with a cross-section picture

The Indianapolis News invites you to give it your severest "third degree" before it gets on your list, and urges you to check up rigorously on the RESULTS. Once on the list, and held to strict accountability for results, *it will stay.*

FRANK T. CARROLL
Advertising Director

New York
DAN A. CARROLL
110 E. 42d St.

Chicago
J. E. LUTZ
The Tower Bldg.

of the oven and an explanation of why it works so successfully.

The company also furnishes a display rack which will hold three ovens and a counter card at the top. On the side of the rack is a little pocket for the folders described above. The counter card is also furnished separately.

As soon as the selling campaign got under way, sales representatives were appointed in every large city of the United States and each one was armed with a portfolio showing the company's advertising campaign and dealer helps.

One unusual thing happened. The company soon found that its old salesmen were not fitted to sell the new product. One reason for this was that the oven was sold through certain outlets with which these men were not familiar. Therefore, an entirely new sales force had to be built up.

This is an important point that every manufacturer bringing out a new product must watch. The product may be good and the salesmen may be world-beaters, but if they are being asked to sell through unfamiliar outlets, the manufacturer will usually save time and money at the outset by hiring salesmen who are familiar with the field through which the product is sold. You can teach an old dog new tricks, but frequently you waste more time than the tricks are worth and the dog never performs those tricks with the effectiveness of the dog that learned them as a pup.

The Jackes-Evans story is interesting from several angles. First, it shows the value of ironing out peaks and valleys with a product which can be made on machines already installed and by workmen already in the factory. Second, it shows the value of test campaigns at the start. Third, it shows the necessity of watching sales representatives to see that they are thoroughly familiar with their markets. Incidentally, it demonstrates that experience is a grim teacher of the value of advertising—as witness the company's patents on the Easy Lock stove pipe.

Peaks and valleys can be ironed out—and ironed out nicely and economically. The chief necessity is a good product that can be marketed economically. Once it is found and backed by advertising the rest of the road is comparatively smooth.

Larger Campaign Planned for Hawthorne Tile

Following the extension of its business into other cities and establishment of new plants, the Hawthorne Roofing Tile Company, Cicero, Ill., is planning a more extensive advertising campaign. Direct-mail advertising to architects and prospects in the Chicago district has been used in the past and space is now being used in directories as a preliminary to a larger campaign next year, Leslie H. Allen, general manager, informs PRINTERS' INK.

J. A. Barron, Advertising Manager, Knox Hat Company

John A. Barron has been appointed advertising manager of the Knox Hat Company, Inc., New York. He was formerly with the *National Retail Clothier* and the *American Hatter*. Mr. Barron succeeds M. J. Eisler, who has become advertising manager of Huyler's, Inc., New York.

Phinney-Walker Clock Account for Picard-Sohn Agency

The Phinney-Walker Clock Company, Inc., New York, manufacturer of automobile clocks, has appointed Picard-Sohn, Inc., New York advertising agency, to direct its advertising account. Plans call for the use of magazines, newspapers and business papers.

Candy Account for Calahan Agency

The Metro Chocolate Company, Brooklyn, N. Y., candy manufacturer, has appointed the H. A. Calahan Company, Inc., New York advertising agency, to direct its advertising account. Magazines are to be used.

Made Advertising Director of New York "Telegram"

Irving R. Parsons, retail advertising manager of Carson, Pirie, Scott & Company, Chicago, for the last twelve years, has been made advertising director of the New York *Telegram*. He succeeds G. N. Gunderson, resigned.

Monarch Tractors Sold

A new corporation has taken over Monarch Tractors, Inc., Watertown, Wis., and will move the plant to Springfield, Ill. The new firm is headed by R. W. Gotshall and will be known as the Monarch Tractors Corporation.

"D___ Clever, Those Chinese"

A CHINESE proverb says that a picture is worth a thousand words.

All right.

Picture in your mind's eye more than two million people in the Chicago territory reading the Evening American every night.

Not a "word picture" either.

CHICAGO EVENING AMERICAN

A *good* newspaper

Daily Average Net-Paid Circulation for February, 1926—

516,771

a lead of 110,956 over the second evening paper and at a 50% higher price



Newton Square—Newton—Boston! Newton is within fifteen minutes' ride of the center of Boston—a beautiful residential suburb of 53,003 population or more than 11,000 families, mostly high class, prosperous people. Seventy out of every hundred of those families read the Herald-Traveler!

It's NEWTON on the map *but to national advertisers it's* BOSTON!

Do you think of Boston in terms of the census? That's misleading. Newton is a separate municipality but it's as much a part of Boston as Boston is! So are thirty-nine other towns and municipalities shown on the map on the opposite page. Together they form only one of the richest cities in the world—Business Boston!

There are more people per square mile in Business Boston than in any other city in the United States—New York excepted. Within a radius of 15 miles live nearly two million people. Here is the country's fourth richest market!

Are you getting your full share of the enormous profits this great market offers? You *can*—if you know the secret!



A Strange Situation

Boston is peculiar among all the cities of the country because its population is divided into two great groups differing in sentiment, tradition and origin. These two great population groups think differently, feel differently, and read different newspapers. So strong is the division that no one newspaper can successfully appeal to both groups.

If you want to sell to both groups, you must use two newspapers—the Herald-Traveler and at least one other. For of the four major newspapers in Boston, three appeal to one of these great population groups; while the other and more important group is covered by the Herald-Traveler alone.

Let us send you our booklet, "Business Boston." It will tell you in detail about this unique Boston situation.



Business Boston is a wheel —not merely a hub.

BOSTON HERALD-TRAVELER

Advertising Representative: George A. McDevitt Co., 250 Park Avenue, New York City



For five years the Herald-Traveler has been first in National Advertising including all financial advertising among Boston daily newspapers.

27,500 Persons

attended the four sessions of the first Journal-Post Cooking and Home Makers' School March 23, 24 and 25

Interest in foods is high in the big Kansas City area. The attendance and interest at the sessions of the big school was a remarkable demonstration for the advertiser who would find a ready market.

Reach these buyers through the Journal-Post at lowest cost.

Optional combination, morning and evening, morning and Sunday, evening and Sunday—

40c a line

Sell Foods to the Women Who Have a Definite Buying Interest

Kansas City Journal-Post

LORENZEN & THOMPSON, INC.

Chicago New York San Francisco Seattle

Should the Sales Quota Always Be Increased?

A Sales Manager Sends a Salesman's Written Reaction to This Question

CHICAGO, ILL., MAR. 25, 1926
Editor of PRINTERS' INK:

A former salesman who left our organization several years ago to go with a company in another industry, has written me a long heart-to-heart letter that shows much reflection on the subject of sales quotas.

I think that this salesman has brought up a live subject. There is no doubt in my mind but that many sales managers have gone mad on quotas. Quotas have been boosted and boosted until we are coming to the point where it may well be questioned whether such boosting is sound business.

It seems to me that what he has to say has so much value that it would be a shame to bury it in our files. I should like to have it get to the ear of the greatest number of sales managers in the country, and for that reason I am sending the enclosed portion of it to you in the hope that you will print it in PRINTERS' INK.

....

Sales Manager.

LAST year, I was given a quota for the year. My job was to sell that much goods.

For the first ten months, I found myself considerably behind. General conditions in my territory were in many ways unfavorable. I know that no sales manager will listen to a tale of adverse conditions, but nevertheless the facts were undeniable. Business conditions were unfavorable. Merchants bought sparingly because their customers bought sparingly. And in spite of hard work, I could not reach my quota at the end of the tenth month of the year. I was quite thoroughly criticized by our sales manager, but there was no help for it.

But late in October there was a change for the better. A sudden upward turn in business started rather enthusiastic buying. The consuming public had some quick money. The mills got to running and the weekly pay envelopes were larger. People spent freely after months of pinching.

Overnight, the wholesale and retail trade realized they were going to be short of goods. Where the average order from a retailer had been running around $150, the last week in October and all of November found them running to more than twice that figure. Clear into December there were heavy deliveries. As often happens in a case of this kind, the trade turned from a period of under-buying to a period of over-buying. Dealers actually bought much more than was necessary. But naturally every salesman was out to write all the orders he could. The rush of orders which came during the last month of the year helped me overcome my shortage for the first ten months and when the year closed, I had reached my quota for the year. I was written to by the president of the company and congratulated. The sales manager also wrote to point out to me how hard work was sure to bring results.

The truth is that I did not work half as hard the last two months as I worked the other ten months. The last two months, conditions were favorable. The first ten months, they were quite unfavorable.

As I said before, the trade bought over its head the last couple of months in 1925. All right—what happens? They carried over pretty heavy stocks into this year. Most of my dealers carried over enough to last them for two to three months. I confess I loaded them up, but I had to make my quota and I was after the volume of business.

But because I sold my quota for 1925, the house now sends me a quota for 1926 which is 10 per cent higher than 1925. I wrote in to tell them of this, but I got nothing but a "pep" letter and no doubt the president thinks I am dogging it and trying to get myself a low quota to have a chance for a higher bonus. I am going to work my best this entire year. Still, unless there is some lucky break like we had last year, I do not see how I can increase my sales 10 per cent over last year.

I Think the Trade-Mark Bureau Is a Farce

And I Base That Charge on Actual Experience

By William T. Holland

AFTER two experiences in which I was the goat, I am inclined to believe that we should either dispense completely with the trade-mark bureau or else change the laws governing this department in Washington. I say this because it is my belief that the registration of a trade-mark gives a manufacturer no protection, nor does it establish ownership.

Several years ago, I decided to market a full line of insecticides under an unusual selling plan and a very good trade name. I engaged the services of a well-known agency to help me in designing a suitable package and trade-mark. In a short time, a satisfactory sketch was submitted and promptly okayed. I immediately had copies made and applied to the trade-mark bureau through my attorneys for a search of the files in Washington to make sure that no similar name or trade-mark was in use at the time.

Upon notification from the bureau, my attorney advised me that no similar trade-mark or name was registered and that my registration certificate would be granted in due time.

While waiting for my information, practically all details in connection with my entire initial sales plan had been formulated and as I was anxious to get things started, I ordered immediately all of the supplies which were being held up waiting on this decision from Washington.

This was one of those rare cases where ample capital proved a misfortune, for I ordered labels and boxes in enormous quantities in order to cut down the production cost of the line. After waiting impatiently for about six weeks, I began to get delivery of the various supplies necessary to the manufacture of the products, and soon I had stock enough on hand to start my unique sales plan.

The plan of selling involved an investment of quite a sum of money for circulars, postage, advertising, etc., but quickly proved itself a good one and I was looking forward to a big success in much shorter time than had been actually hoped for, when I received a letter from a big chemical company, situated in the Middle West, advising me that they had been using a trade-mark and name identically the same as mine for five years.

I had taken every possible precaution against such a misfortune, not only by searching the records in Washington, but I had also inquired about this name from various trade papers and jobbers. After a consultation with several of the highest-price and best-known lawyers in New York on the subject of patents and registration, I learned to my great regret that I would have to desist from further use of the name.

The name, in itself, was a distinct asset to such preparations as I was manufacturing. The loss of it was disappointing, but that misfortune was as nothing compared to the loss of time, effort and, of course, needless to say, the thousands of dollars which might better have been donated to some worthwhile charity.

ANOTHER EXPENSIVE EXPERIENCE

Recently, I went through exactly the same experience on another product, except that I had bought supplies in very small quantities and the loss in dollars and cents probably amounted to only a few thousand dollars. On this last occasion, I heard from not one other manufacturer, but three! Within two weeks after I had

See the reply to this article on page 41. The title is: "The Trade-Mark Bureau Renders a Vital Service."

Ask for These Facts

A noteworthy analysis has just been made of the sales of the leading magazines throughout the country, in different parts of the country, in different populated divisions and by different kind and classes of dealers, and is at least as significant as is the analysis of the dealer distribution and sale of any other type of merchandise.

This analysis was made as a part of the National Advertising Survey conducted wholly in the interests of advertisers by R. O. Eastman, Incorporated, an independent research organization not interested in either the purchase or sale of advertising space. It presents, as the report states, a group of brand new facts.

These facts insofar as they relate to TRUE STORY are startling indeed. They should be placed before every advertiser and agent who has often wondered whether TRUE STORY really does cover the new market about which we have been telling you.

Inasmuch as we are not permitted to publish this report and mail it out, or permit it to pass out of our hands, we ask you, if you are interested, to drop us a line and one of our representatives will call on you and go over it with you.

Incidentally—fifty-three other magazines are mentioned in the report.

True Story

"The Necessary Two Million+"

"GREATEST COVERAGE—LOWEST COST"

started selling this new product, I received a letter from a retail druggist in Rockville Center, Long Island, a drug jobber in Mobile, Ala., and a chemical company in Peoria, Ill. All three laid claim to the name for anywhere from five years to twelve years.

After investigating and learning that their claims were truthful, I introduced the gentlemen to each other. Two of them will probably bless me after they have ironed out their troubles. Then, the surviving member may wish to reimburse me by offering at least my legal expenses for registration, in order to have me transfer it to him, or I'll continue to hold his trade name under my name forever and a day, or until the trade-mark bureau reimburses me. I am not vindictive by nature, but I can't help enjoying their troubles, for if only one of them had taken the trouble to register the name, I wouldn't have suffered my loss of time and money.

After my experiences, I feel that a revision of the system or law governing the registration bureau is absolutely necessary. A law which would award the trade-mark or name to the first person registering it, as in the case of patents, would simplify this matter. It would eliminate losses such as those which I have suffered, for anyone would have access to the government records. It would give this department of our Government a greater revenue and would keep many trade-mark cases out of our courts.

Public notice could be given to those now using trade-marks or trade names that are not registered, giving such manufacturers ample time to protect themselves before the new law was actually in force.

Unless the present laws are amended in some way, I imagine it best to forget that we have a registration bureau, for it serves no one wisely and if it exists merely as a place to prove that a manufacturer began to use a certain trade name on a certain date, a notary public can do the job quite as well for 25 cents instead of $50.

A bill which would help to eliminate such difficulties as I have just outlined was introduced by United States Senator Arthur Capper in February, 1925, but for some unknown reason was referred to the Committee on Patents, and never was actually passed upon. Senator Capper has been interested in putting a bill of some kind through that would better or simplify the present registration proceedings and as his interest in this subject has already been evinced, I suggest that a few of the members of the advertising profession urge their respective representatives in Washington to support the enactment of a measure to rectify this unsatisfactory condition.

W. R. Hotchkin Joins Amos Parrish & Company

W. R. Hotchkin has become an associate director of Amos Parrish & Company, sales promotion and advertising consultants for stores. He will make his headquarters at the New York office of this company. He has been with the Standard Corporation, New York and Chicago, for the last ten years. Mr. Hotchkin formerly had been advertising manager at New York for John Wanamaker and Gimbel Brothers.

Bus Line Account for Grand Rapids Agency

The Greyhound Bus Lines, Grand Rapids and Muskegon, Mich., and Chicago, have placed their advertising account with The Lafferty Advertising Service, Grand Rapids. Newspaper advertising is being used.

Climax Rubber Account for Fertig Agency

The Climax Rubber Company, New York, manufacturer of Presto rubber garments, has appointed The Lawrence Fertig Company, Inc., New York advertising agency, to direct its advertising account.

Dun Appoints T. H. Frazier

T. H. Frazier, who has been with the Montreal *Gazette* for the last ten years, has been appointed Cleveland manager of *Dun's International Review*, published by R. G. Dun & Company, New York.

"Everyday Life" Appoints A. H. Moulton

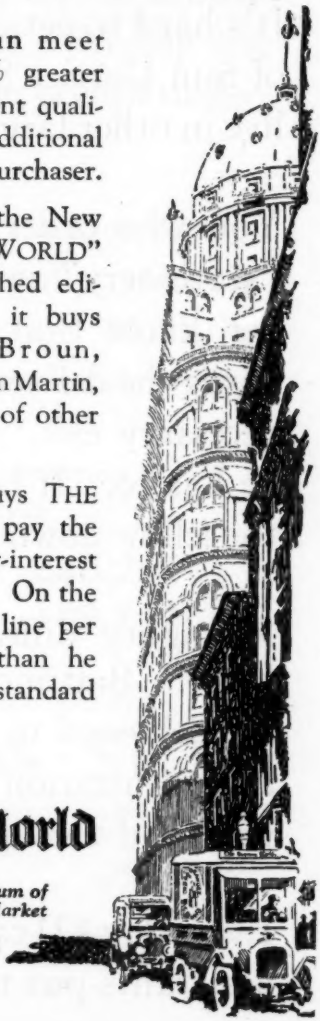
Arthur H. Moulton has been appointed advertising representative of *Everyday Life*, Chicago.

The Extra Cent—What Does It Buy?

ANY product that can meet competition at 50% greater cost, must have the inherent qualities that justify the additional outlay on the part of the purchaser.

The extra cent which the New Yorker pays for "THE WORLD" buys the most distinguished editorial page in America; it buys "F. P. A.," Heywood Broun, Alexander Woollcott, Quinn Martin, Frank Sullivan and a host of other typical WORLD features.

The advertiser who buys THE WORLD doesn't have to pay the extra cent for the reader-interest that these features insure. On the contrary, he pays less per line per 100,000 city circulation than he pays in any competing standard newspaper.



The World

The Three-Cent Quality Medium of America's Greatest Retail Market

PULITZER BUILDING, NEW YORK
TRIBUNE TOWER, CHICAGO

A Business—not

It's hard to get over a perfect picture of Sun Carrier Service to those who live in other large cities.

You who order your paper from a "stationery" store down at the corner know that the store-keeper regards the delivery of newspapers as a necessary evil. He delivers because he has to. If he didn't you'd go to the fellow down on the next block.

A mighty different state of affairs here in Baltimore! The Sunpapers are delivered to Baltimore homes by an organization built up for that purpose and that purpose alone.

Every day 121 carriers with over 1,000 assistants put the Sunpapers on the

a Nuisance

front steps of Baltimore homes. To them newspaper delivery is a business—not a nuisance. Serving the Sunpaper is their sole occupation—not a side-line.

It's this carrier service which makes Sun circulation principally home circulation—the circulation which insures time to read your advertising.

Average Net Paid Circulation for February, 1926

Daily (M & E) 248,251
Sunday - - - 189,712

Everything in Baltimore Revolves Around

THE SUN

MORNING EVENING SUNDAY

JOHN B. WOODWARD
Newspaper Bank Bldg., 110 E. 42nd St.
New York

GUY S. OSBORN
360 N. Michigan Ave.
Chicago

BALTIMOREANS DON'T SAY "NEWSPAPER"
—THEY SAY "SUNPAPER"

from the head of an agency

"To the New York agency executive the study of the Herald Tribune advertising every morning is almost as sacred a ritual as the Thursday morning inspection of *The Saturday Evening Post.*"

New York Herald Tribune

Western Representatives: WOODWARD & KELLY
360 North Michigan Ave., CHICAGO, ILL
Fine Arts Building, DETROIT, MICH.

The Trade-Mark Bureau Renders a Vital Service

Certainly It Is Subject to Improvement, but That Is No Reason for Suggesting That It Be Abolished

Washington Bureau of PRINTERS' INK

THE writer of the article* on page 34 is not alone in suggesting radical changes in the laws governing the registration of trade-marks. Several bills are now before Congress with a similar, though less extreme end in view, and many laws of the kind have been suggested during recent years.

Although there has been a decided improvement in the service of the trade-mark division of the Patent Office during the last three or four years, nobody in authority denies that there is still room for improvement. But the great majority of those who have studied the many phases of the exceedingly complex subject are agreed that the improvements should be confined to methods and applications, and that it would be both unnecessary and dangerous to modify or change the principle on which the trade-mark registration service is based.

The article by Mr. Holland emphasizes the fact that registration does not establish ownership. As a result of two unfortunate and unusual personal experiences, he claims that the registration of a trade-mark gives the owner no protection.

Now the trade-mark law specifically states that the ownership of a mark must be established before registration. It was never the intention of Congress to grant registration to anything with a trade-mark registration, nor could such a thing be possible under the Constitution. Registration merely establishes Federal recognition of a claim to ownership, under well-defined conditions specified by law, and many thousands of cases prove that this service offers invaluable and relatively economical protection.

In the first place, the statement to the effect that a mark is registered in the U. S. Patent Office, which the law wisely requires to accompany every imprint of a registered mark, has a tendency to lessen imitation and infringement. It is safe to say that registered marks are infringed to a very much less extent than are unregistered marks of the same prominence. This is undoubtedly a direct benefit; but there are others of even greater value to the trade-mark owner, which the following statements show:

Under the law, the owner of a registered trade-mark can stop, at any port of entry, goods from foreign countries which bear trade-marks that imitate or infringe his own. This provision of the registration law alone appears to be worth all the expense of the registration service. Without it, our markets would be flooded with cheap, foreign-made imitations of our standard products, and the present development of American advertising and merchandising would be impossible.

THERE ARE OTHER ADVANTAGES

Then, the owner of a registered mark can promptly stop the distribution of goods bearing an imitation of his mark, through injunction proceedings in the Federal courts. The owner may also, through the courts, compel an infringer to give up all specimens of the offending mark. And he can recover punitive damages, provided by law, as well as the actual damage he has suffered through the unfair competition offered by the infringing mark.

Certainly, these benefits and the protection they provide are worth many times the cost of registration and the expense of establishing and protecting the property right to a trade-mark. In many instances, court records indicate

*The title of this article is: "I Think the Trade-Mark Bureau Is a Farce."

that it would be impossible to protect so cheaply and readily the money value represented by a registered trade-mark if it were invested in one of many other properties.

It has been conservatively estimated that the total value of the trade-marks owned by the Standard Oil Company is at least $25,000,000. This investment is adequately protected under the present registration law and service. The Standard Oil Company maintains a special bureau, in which are filed for reference something like 3,700 registrations; attorneys are retained to study applications for registration of marks which might infringe, and every precaution is taken to utilize to the fullest extent the protective power which the law gives to the owners of registered marks. Of course, this costs something; but the cost is comparatively little, and probably is not more than a very small fraction of 1 per cent of the value of the marks.

Some time ago, the National Biscuit Company published a book, a large volume, which presents the legal record of its many cases of infringement. It would hardly be possible for any individual to look through this book carefully, with its case after case of effective and prompt protection from infringement, without acknowledging the great value of the registration laws and service.

Furthermore, the success of the business of the trade-mark division largely proves its value. There are now approximately 200,000 trade-mark registrations on file in the Patent Office. Since 1919, the average weekly receipts of applications has increased from about 300 to 800, and is still growing.

Mr. Holland's first experience serves to illustrate a need that has been frequently commented upon. This is the need of a more definite and widespread knowledge of the registration laws and methods on the part of advertising men. Although the trade-mark division officials have repeatedly warned trade-mark owners not to order labels and other materials in large quantity before the final granting of registration, the writer of the article took a chance—and lost.

Unfortunately, in his second experience, he selected a suggestive mark for his product which must have been rather obvious, since three others were already using it. His experience has been paralleled by many others, who have also failed to select marks that were not in use and to consider the registration service in its proper light.

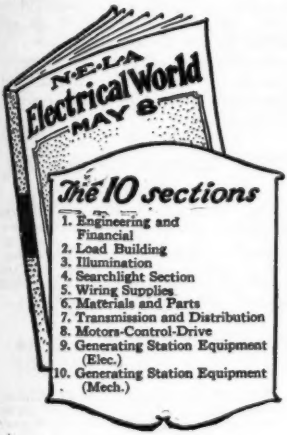
The registration service is intended to aid, and not hinder, the applicant in establishing his right to trade-mark ownership. The law requires that a mark be used in interstate commerce before it can be accepted for registration. After it is so used and application made, the files of the division are searched, and if no registered mark is found to be infringed by the new mark, it is passed for publication in the "Official Gazette." Publication is notice to everyone owning marks in the same field that the mark in question will be allowed registration if opposition is not offered and sustained, and this notice is as valuable in its protection to the applicant as it is to the owners of existing marks.

RADICAL REVISION UNNECESSARY

In advocating a radical revision of the law to award a trade-mark to the first person registering it, the writer of the article ignores a most important consideration—the rights of individuals under the common law—and the experiences of foreign countries which register trade-marks on that basis. The chaotic condition that would exist under such circumstances is almost unimaginable. Such a law, even if it were not unconstitutional in this country, would result in confusion and flagrant injustice, as it has in those foreign countries which have adopted it. If passed immediately, this law would crowd our courts with so many cases that it would take years to hear them, and it would create vast and profitable oppor-



loading fast!



The ten advertising sections for the National Electric Light Association Convention number of the Electrical World are "loading fast."

Reservations for the Convention number to be published May 8 are being received daily from manufacturers in all branches of the electrical industry's business.

If you have not made your reservation for this most important issue, we suggest that you do so immediately.

Advertising forms close April 28th

Copy should be prepared now!

Electrical World

Tenth Avenue at 36th Street
New York

A. B. P. **A. B. C.**

tunities for crooks and shyster lawyers.

Or, if the present registration service were abandoned, as the writer of the article suggests as a possibility, the operation of the common law, on which all of our judicial procedure is based, would still offer a similar, though less direct and less effective protection to trade-mark rights and uses. In that case, from his experiences as related, the writer of the article doubtless would have adopted both marks, since he says that he did everything possible to assure his priority before he applied for registration. Then, he would have used both marks, doubtless, and, after spending a large sum for advertising, would have found that he had one lawsuit on his hands over one mark, with three contesting his rights to the other, and with the evidence of ownership decidedly against him. It is highly probable that, according to his own statements regarding the matter, the registration service in its operation saved him from a great deal heavier loss than he actually sustained.

There never has been a method devised to compel owners to register their trade-marks. If there were, it would undoubtedly simplify and facilitate the work of the trade-mark division; but the Supreme Court of the United States has declared that it can't be done under the constitution.

A patent is a grant specifically provided for by the Constitution. The trade-mark law of 1870 attempted to provide something of a similar nature; but it was repealed by the act of 1881 after the Supreme Court had declared it unconstitutional. Later, the law of 1881 had a cloud cast upon it by the Supreme Court because it did not provide for the registration of marks used in interstate commerce. Then, the rapid development of the industry of the country made it necessary to find some way of encouraging the registration of the marks in use and to correct defects in existing law, and the act of 1905 was passed. Still later, the law of 1920 was passed for the primary purpose of facilitating the foreign registration of American marks.

It was thought that the ten-year clause of the law of 1905 would encourage many owners of marks to apply for registration. This clause provides for the registration of any mark that was in exclusive use as a trade-mark since 1895; but it was disappointing in its stimulation of registrations. This law also carries the opposition provision, which is necessary as a recognition of the common law rights of individuals.

Therefore, it is plain that our progress in developing trade-mark laws has been due to an effort to provide a comprehensive service of protection, and that the basic principle has not been changed since the repeal of the law of 1870 for the simple reason that it did not conform to the basic principle of our government as set forth by the Constitution.

Incidentally, the registration charge is usually $10—not $50, as the article might lead one to believe.

New Accounts for St. Louis Agency

The Frankel Brothers Millinery Company, and the Medart Company, both of St. Louis, Mo., have appointed the Shelby Syndicate, advertising agency of that city, to direct their advertising. Business papers will be used for the latter account.

Music School Account for Behel & Harvey

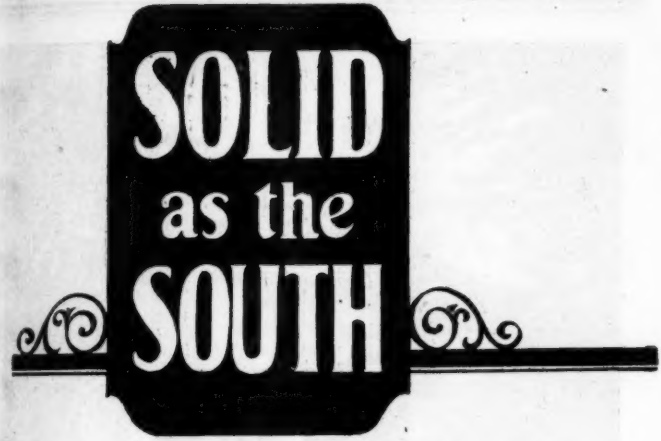
The Illinois School of Music, Chicago correspondence school, has placed its advertising account with Behel & Harvey, Chicago advertising agency. Magazines will be used.

Join Morgan & Bierwirth

Myna Lockwood and Leon Soderston, both recently with the Ethridge Company, New York, have joined Morgan & Bierwirth, Inc., commercial art, also of New York.

Leaves J. A. Folger & Company

Clark Wing has resigned as advertising manager of J. A. Folger & Company, San Francisco, teas and coffees.



THE Times-Picayune has years of tradition behind it. And through all the years it has been a dependable, trustworthy, substantial newspaper.

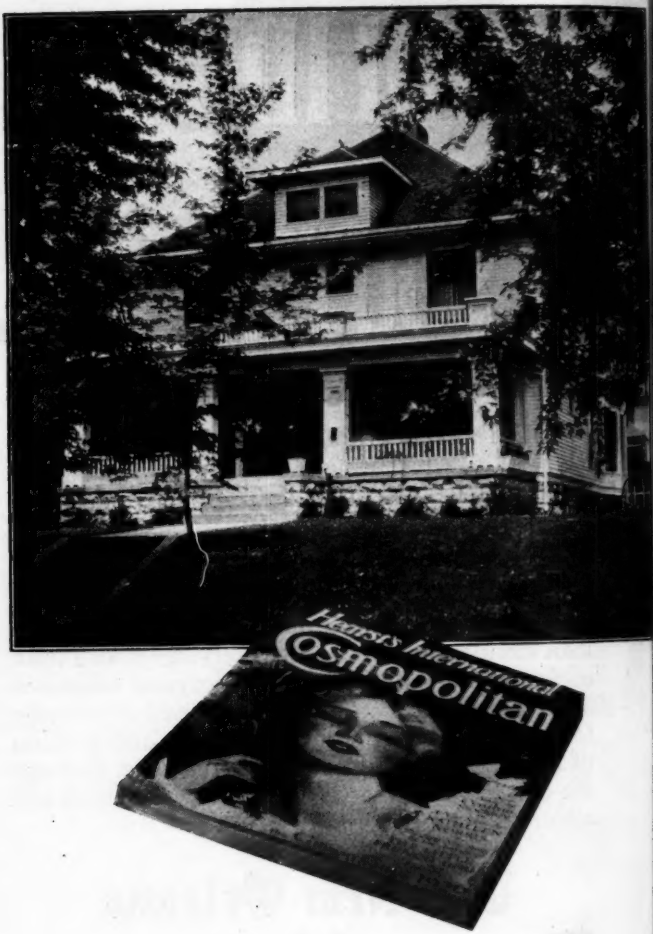
From its beginning, the Times-Picayune has been as solid as the old South—today it is helping in the tremendous development of the new.

Such a newspaper has more to offer advertisers than circulation—more than service—more than economical rates. The Times-Picayune offers the advertiser an opportunity to present his message to the worth-while, influential homes and families of New Orleans and its trading territory, through the one medium that is welcomed, respected and admired by its readers.

The New Orleans Times-Picayune

Member 100,000 Group of American Cities, Inc.

General Representatives: Cone, Rothenburg & Noee, Inc.
Pacific Coast Representatives: R. J. Bidwell Co.



Cosmopolitan Homes

In Dayton Ohio—

DAYTON is typical of a number of cities in Ohio of 50,000 and over.

Therefore, Cosmopolitan's standing in Dayton may well be taken as an example of its standing in urban Ohio.

One out of every seven-and-a-half families in Dayton read Cosmopolitan and of these *half own their own homes.* The average value of these Cosmopolitan Dayton homes is $9,150.

The value of Cosmopolitan homes varies enormously according to the locality. This is readily understandable. The point is that in its general survey of eighty-seven cities Cosmopolitan showed that 73% of its homes are in the better class residential districts.

Statistics are dull but this main fact is alive with interest to the advertiser: *Cosmopolitan is a great medium for reaching homes in the larger cities and towns.*

THE COSMOPOLITAN reader survey of eighty-seven cities has had a most gratifying reception from advertisers and agents. Have you seen a copy?

Announcing the Opening

of a

Philadelphia Office

of

Better Homes and Gardens

at

208 South Twelfth Street

with

George P. Millington
in charge

Telephone—Locust 0292

Yardley Brings 150 Years of Experience to Bear

What an English Advertiser Learned about Markets in the United States

An Interview by C. B. Larrabee with

Cecil Smith

Vice-President, Yardley & Company, Ltd.

"SHORTLY after I came to the United States in 1921 I met the buyer for a large chain of department stores. I told him of our plan to introduce Yardley's Lavender Soap and other toilet preparations.

"'I have bought a great many thousand dollars' worth of toilet goods during the past year,' he said, shaking his head, 'but I don't think I have ordered a dozen bottles of toiletries with lavender scent. No, you won't have much success breaking into the American market with lavender.'

"A few days later I was talking with another buyer. He asked me the retail price of our soap. I told him it retailed for thirty-five cents.

"'It can't be done,' was his reply. 'The American people aren't educated up to buying a thirty-five cent soap. All soap advertising has been directed toward the sale of cheaper soaps and the average consumer believes that he can get real soap luxury, if you want to call it that, for five or ten cents.'

"So five years ago we started to enter the American market with a soap that was too expensive and a scent that could never be popular. Yet in five years we feel that we have gained a pretty solid foothold and our sales last year showed an increase of some 120 per cent over the sales of the year before."

Cecil Smith, vice-president of Yardley & Company Ltd., an English manufacturer of a complete line of toilet goods, was telling me how his company, starting from scratch in 1921, had succeeded in establishing itself in the American market. He was relating an unusual story, unusual because it told how an English house, which should have been hide-bound with tradition, actually broke any number of traditional American practices. Because the company was able to break these traditions successfully, the story is one of wide appeal to American advertisers.

A director of sales for one of our largest advertisers recently said that the chief value of the advertising agency is that it can stand outside of a business and look at that business with the viewpoint of the outsider. The value of the Yardley experience is built on the same foundation. It shows the American advertiser a view of American business in general as seen by an English company, absolutely unprejudiced in its ideas about the United States market.

SOME STIFF PROBLEMS

Here was a company starting practically from scratch. It was trying to introduce a line of products in the face of strenuous competition not only from American manufacturers but also from French makers of perfumes, whose reputation in this field has always been of the highest. Its leading product was sold at a price higher than Americans were accustomed to pay and the scent was one that was not popular on the American market. The company had a very limited advertising appropriation at its disposal and yet was forced to go after the best trade outlets in each city. It refused to break traditional policies in order to float down the stream of accepted American trade practices.

Despite all these discouraging conditions, the company has suc-

ceeded and has been able to turn its apparent disabilities into decided assets. The American advertiser who will study its experiences will get a new view of his own markets.

"Our company has been in business more than 150 years," said Mr. Smith, "having been established in 1770. We gradually extended our markets until in 1920 we were selling in almost every country in the world except the United States. While there were probably some sales of our products in this country at that time, we had never sold a dollar's worth of goods here by direct solicitation.

"Of course, we might have sold through selling agents as do the majority of the French perfumers. However, we didn't want to do business that way. We wanted to exercise a direct control of the business ourselves.

"By 1921 we were ready to enter the United States. In England we had laid out a tentative sales plan which was to start in a limited territory—New York, and New England—and gradually, by a kind of process of sales-osmosis, extend our business until it would spread over the United States. We did our planning by map and soon after I landed in 1921 I saw that such a plan was wrong.

"In England they have a general idea that to invade the United States market an advertiser must have a million dollar appropriation and must be willing to spend that appropriation lavishly. This, I think, is one factor which deters a great many foreign houses from competing in the United States. Despite this, we were willing to risk our future chances on a limited appropriation.

"After looking over the field, we decided not to feature our entire line, but to put the advertising pressure behind Yardley's Lavender Soap. We had good reasons for this. In the first place, when the average American woman thinks of imported perfumes she thinks of French perfumes. Therefore our English reputation would mean very little. In the second place, while English manufacturers are not noted for perfumes, they are more or less famous for high quality toilet soaps.

"We soon found that we were breaking new ground. American women generally were pretty well sold on the fact that you can buy good soap for little money. We found that there was no heavily advertised soap selling for anywhere near thirty-five cents. In the second place we learned that lavender scent was practically a dead issue in the United States.

"This could mean one of two things; first, that there was no chance to sell an expensive lavender soap in the United States or, second, that we had before us a golden opportunity to tap a market that had been neglected painfully. From our long years of experience we chose to cling to the latter belief.

OUTLETS PICKED CAREFULLY

"By June, 1921, we had decided on a policy and were ready to begin. Our policy would be to place our products in a few of the best stores in the larger cities and in the one best department and one best drug store in all other cities that were worth going after. Once we could get a name for being a luxury product sold in the best stores we would be able to trade on our reputation to extend our markets.

"We started with one salesman who was thoroughly familiar with the department store field. At first it might seem that we were trying to do the most difficult thing in the world in trying to sell only the best stores. However, we soon found that our problem was not so difficult. It was here that our 150-year-old reputation was a distinct asset.

"A company can't be in business for more than a century without knowing pretty well what it is doing. After 100 years it has tried out about all the experimental products and centred on only those which will be staple sellers. Then, also, we could go to a buyer and have him know that we were not some ephemeral concern that

would be here today and gone tomorrow.

"Within a fairly short time we had a wide enough distribution to start advertising. Of course we knew that our method of distribution would cause us hours of grief when customers would say, 'Yes, you have a good product but we can't buy it at our favorite store.' Yet we felt sure that this fact would eventually help us to build a reputation as a manufacturer of a real luxury product.

"Our first advertising appropriation was $5,000. After surveying the field we decided to use a periodical reaching the type of woman to whom we wanted to appeal. Today we are still advertising in that medium.

"That is another policy we have followed strictly; once in a medium we seldom pull out. We may extend to other mediums as the appropriation increases, but we still stick to the old mediums so long as we feel that they are the right ones to use. This means of course that we have to use care in picking our mediums in the first place.

"Our reason for this policy is clear. We believe that the first advertisement reaches only a comparatively small percentage of a medium's readers. The second reaches more, the third still more, and so on. Eventually we are reaching 100 per cent of the readers who are interested in our product. Once we have reached them, we have the further task of keeping them sold on our line. Today we are using nine general periodicals and twenty-four sheet posters in leading cities.

"Our advertising has always been almost entirely devoted to lavender soap. Our first poster advertises the soap only. Our magazine advertising places the principal emphasis on the soap and mentions the rest of our line only incidentally. Yet it is intended to sell the whole line—indirectly.

"The big thing we want to get across is that our soap is 'The luxury soap of the world.' I suppose fifty advertising men have told me that we were all wrong. They have advised me to talk about the value of our soap as a rejuvenator of fagged skins, as a skin food or a complexion preserver. They have almost suggested that we advertise its vitamine content.

"But that isn't our idea. We want to make Yardley's Lavender Soap mean just one thing, 'The luxury soap of the world.' It is a luxury, not a food. That is the aim of our advertising.

"Of course, if we had to depend on our soap sales alone we wouldn't get very rich. We must sell the rest of our line. But since our appropriation is still comparatively limited we devote our entire effort to our leader. Once the leader is sold, the rest of the line should trail along. Experience has taught us that we are right. Today we are getting good sales volume on our entire line.

HOW YARDLEY DISTRIBUTION WAS WIDENED

"Business began to pick up in 1921. We extended our sales force. First we had one man, then three and now we have twelve. No longer are our products sold in only a few stores in each city. They are sold in many stores. But due to our original policy of best shops and because our price is a luxury price, we still maintain our reputation for quality. As a matter of fact the rest of our line, outside the soap, is priced only slightly higher than an average price.

"From the first we have steadfastly refused to use hidden demonstrators — this despite the fact that we were told that we could never hope to break into the market without them.

"Our attitude toward hidden demonstrators is this: The manufacturer who uses them cannot put the money spent on them into advertising. We believe advertising is far more effective despite the fact that certain manufacturers use demonstrators entirely.

"A woman who goes into a store and asks for Yardley products asks for them because she wants them. She may believe she has been uninfluenced in her choice but we know

in most cases that our advertising has influenced her. At any rate, she wants something made by Yardley. I don't think any product, no matter how good, is able to carry the entire burden of keeping the prospect sold. Yet a product sold through hidden demonstrators must do just that.

"The woman who buys because she has been wheedled into buying by a demonstrator is, first of all, buying something she doesn't want. In the second place, most demonstrators are poor salesgirls. The result is that when the woman gets home she is prejudiced against the product instead of for it.

"If she has bought a Yardley product she has bought an excellent article because she wanted it. If she has bought a 'demonstrator' article she has bought, probably, a mediocre product that she didn't want. Which will win out, Yardley or the 'demonstrator' company? I think the answer is obvious.

"Nor will we give inside discounts, p. m's., etc. We have turned down big orders because we wouldn't make a price. In most cases we have secured this business eventually.

"During our 150 years of business we have collected quite an experience file. In this file we have records of experiences with price cutters all over the world. We have found our wide-open, absolutely trustworthy policy has worked in all other countries outside the United States. For this reason we were willing to give it a trial in the United States. That trial proved that we were right.

"It seems to me that our success has been due to following a fairly obvious policy. Had we taken some of the advice that was given us we would have scrapped some of our traditional policies far more effectively than the German fleet was scrapped at Scapa Flow. Why scrap them when they had proved successful?

"First, we have products that are of the best quality because that quality has been put there by 150 years of experience.

"Second, we have followed an absolutely above-board policy with the dealer—no inside prices, discounts, etc. This has meant, in the long run, dealer good-will and faith in our integrity. The man who makes the inside prices doesn't have the respect of his dealers and his products are the first to go on the bargain counter to attract buyers for the goods that can't be cut.

"Third, we have been above-board with the consumer. No hidden demonstrator is going to get any woman to buy a Yardley product. If she buys she buys because she believes in our products.

"Fourth, we have followed an undeviating policy in advertising. Once in a medium we stay there. There has been only one exception to this policy and our reasons for changing at that time are not important. Otherwise we have stuck to the mediums we chose and have extended gradually into other mediums.

"Fifth, we have emphasized our products as purely luxury products. This has at once taken us out of any competition with the advertisers who are advertising 'skin foods' and 'complexion preservers.' They may be right—their sales show that they must be. But on the other hand we feel that we are right also. The point is that our job is different from theirs. We are selling a luxury—and making that luxury seem a necessity not because it will perform medical miracles but because it is a pleasure to use.

"Of course, we may be wrong. We feel that we have been right up to today. Conditions may change tomorrow, but the chances are that we shall be able to reach back into our files of experience and find a way to meet the change."

That is the Yardley story. No American advertiser can read it without getting a different point of view. The American advertiser who, although he is fairly well established, goes in for policies that are not good business merely for the sake of getting immediate sales should study Yardley's experience. Courage to stick by established policies, even though they may go counter to accepted practices, may mean success instead of failure.



Tell it to the American business man

He buys for his home. He buys for his business. His total purchases run into enormous figures—whether they are confined to his personal needs, or the needs of the business with which he is identified. He controls the purse-strings of the nation!

Two hundred and eighteen thousand like him accept Nation's Business as the authoritative voice of American business.

Over 54,000 are actually presidents of business organizations!

Nation's Business introduces you to the most notable representation of business men in the world!

Can you conceive of a richer market?

NATION'S BUSINESS

MERLE THORPE, *Editor*

Published Monthly at Washington by the Chamber of Commerce of the United States

$500,000?...No, $1,500,000!
the first year

WHEN 24 leading department stores decided to sell their own line of branded merchandise under the nationally advertised name of "Madelon Modes," unanimously they chose Vogue, *and Vogue alone,* to put their product before the women of the nation.

In September, 1924, they started a campaign of page and double-page advertisements in Vogue. This campaign was brought specifically to the attention of the trade through direct-by-mail reprints. The more optimistic hoped that sales to the stores—we mean wholesale not retail—might reach $500,000 the first year.

What happened? This:

1. Sales actually totaled—not $500,000—but nearly $1,500,000.
2. Markdowns were from 8% to 10% less than on ordinary women's ready-to-wear.
3. The number of stores has more than doubled in 20 months.

Their faith in Vogue's power to sell the women of the nation—and the trade that serves them—was more than justified.

Vogue has done it, not once, but many times . . . so has Vanity Fair . . . so has House & Garden.

Madelon Modes, Inc.

HOLLAND BUILDING 378 FIFTH AVENUE
NEW YORK CITY

Women's Apparel and Accessories

January 19, 1926.

Vogue,
19 West 44th St.,
New York City.

Gentlemen:

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Cordially yours,

Chas A. Cook

Vice-President and General Manager

CAW

Charles A. Cook, vice-president, said this to us after the campaign had been running five months.

VOGUE
VANITY FAIR
HOUSE & GARDEN

THE CONDÉ NAST GROUP

All Members of the Audit Bureau of Circulations

income. Suppose (and here the speaker became beside himself with enthusiasm) he sold a gross six times a week, here was over $40.00 added to the salesman's income. He firmly believed that we would make a record selling the X Manufacturing Company's products.

"Somehow or other, I was carried away with the fellow's enthusiasm myself, and said: 'Boys, go to it, and let's see what comes up.'

"The next morning I handed a very important inquiry to young Blenker, one of my best salesmen, and said: 'You had better get after this this afternoon, as it is apparently fairly urgent.' The next morning I checked him up and asked: 'Well, Blenker, how about it, did you get the order?' He blushed—'By golly, I forgot all about it. I sold a couple of dozen of the X Manufacturing Company's gadgets yesterday and I got so excited making the last sale that this inquiry slipped my mind. I'll run right over with it.' He ran over with it but our competitor had been in the day before and got the order.

"Somehow, I didn't see the danger signal right on the spot. The orders for gadgets poured in and their continual presence on the order desk prevented me from noticing general sales for a few days.

"We have a certain account with whom it has been our custom to get together on the tenth of each month with the idea of checking up his requirements for general [illegible] man Perkins used to save the sorry but I got in kind of a jam yesterday. I got to talking with him about the X Manufacturing Company's gadgets and he claimed that he didn't use them. Of course, I know him well, I've had him out to lunch at the Athletic Club a great many times, and I sort of felt the strong-arm method was in order, so I said I'd just put him down for a gross of these gadgets and make him like them. I said it with a laugh and thought it would go over. It didn't. He got sore. He asked me what it was to me whether he bought a gross of the gadgets or not, considering that he placed an order for several thousand dollars' worth of our material through me every month. Well, I told him that we had a sales campaign on and I was going to get a nickel apiece for them and he suddenly burst out and told me if he was doing business with a concern that would allow a petty form of near-bribery to interfere with its old and established business he would have to hunt up somebody else to buy from.'

HE HAD TO CALL IT OFF

"Well, Mr. Merrill, that wasn't all. It got worse and worse and, finally, on the twentieth of the month, I called off the whole proposition and wrote a letter to the X Manufacturing Company, telling them that undoubtedly I had made a record by selling some $2,000 worth of their material, but so far as I could figure I had lost nearly $12,000 worth of business from other sources that I normally [illegible] them to pay out the bonuses to the



Where the Skyline Changes Overnight

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in most cases that our advertising has influenced her. At any rate, she wants something made by Yardley. I don't think any product, no matter how good, is able to carry the entire burden of keeping the prospect sold. Yet a product sold through hidden demonstrators must do just that.

"The woman who buys because she has been wheedled into buying by a demonstrator is, first of all, buying something she doesn't want. In the second place, most demonstrators are poor salesgirls. The result is that when the woman gets home she is prejudiced against the product instead of for it.

"If she has bought a Yardley product she has bought an excellent article because she wanted it. If she has bought a 'demonstrator' article she has bought, probably, a mediocre product that she didn't want. Which will win out, Yardley or the 'demonstrator' company? I think the answer is obvious.

"Nor will we give inside discounts, p. m's., etc. We have turned down big orders because we wouldn't make a price. In most cases we have secured this business eventually.

"During our 150 years of business we have collected quite an experience file. In this file we have records of experiences with price cutters all over the world. We have found our wide-open, absolutely trustworthy policy has worked in all other countries outside the United States. For this reason we were willing to give it a trial in the United States. That trial proved that we were right.

"It seems to me that our success has been due to following a fairly obvious policy. Had we taken some of the advice that was given us we would have scrapped some of our traditional policies far more effectively than the German fleet was scrapped at Scapa Flow. Why scrap them when they had proved successful?

"First, we have products that are of the best quality because that quality has been put there by 150 years of experience.

"Second, we have followed an absolutely above-board policy with the dealer—no inside prices, discounts, etc. This has meant, in the long run, dealer good-will and faith in our integrity. The man who makes the inside prices doesn't have the respect of his dealers and his products are the first to go on the bargain counter to attract buyers for the goods that can't be cut.

"Third, we have been above-board with the consumer. No hidden demonstrator is going to get any woman to buy a Yardley product. If she buys she buys because she believes in our products.

"Fourth, we have followed an undeviating policy in advertising. Once in a medium we stay there. There has been only one exception to this policy and our reasons for changing at that time are not important. Otherwise we have stuck to the mediums we chose and have extended gradually into other mediums.

"Fifth, we have emphasized our products as purely luxury products. This has at once taken us out of any competition with the advertisers who are advertising 'skin foods' and 'complexion preservers.' They may be right—their sales show that they must be. But on the other hand we feel that we are right also. The point is that our job is different from theirs. We are selling a luxury—and making that luxury seem a necessity not because it will perform medical miracles but because it is a pleasure to use.

"Of course, we may be wrong. We feel that we have been right up to today. Conditions may change tomorrow, but the chances are that we shall be able to reach back into our files of experience and find a way to meet the change."

That is the Yardley story. No American advertiser can read it without getting a different point of view. The American advertiser who, although he is fairly well established, goes in for policies that are not good business merely for the sake of getting immediate sales should study Yardley's experience. Courage to stick by established policies, even though they may go counter to accepted practices, may mean success instead of failure.



Tell it to the American business man

He buys for his home. He buys for his business. His total purchases run into enormous figures—whether they are confined to his personal needs, or the needs of the business with which he is identified. He controls the purse-strings of the nation!

Two hundred and eighteen thousand like him accept Nation's Business as the authoritative voice of American business.

Over 54,000 are actually presidents of business organizations!

Nation's Business introduces you to the most notable representation of business men in the world!

Can you conceive of a richer market?

NATION'S BUSINESS

MERLE THORPE, *Editor*

Published Monthly at Washington by the Chamber of Commerce of the United States

$500,000?...No, $1,500,000!
the first year

WHEN 24 leading department stores decided to sell their own line of branded merchandise under the nationally advertised name of "Madelon Modes," unanimously they chose Vogue, *and Vogue alone,* to put their product before the women of the nation.

In September, 1924, they started a campaign of page and double-page advertisements in Vogue. This campaign was brought specifically to the attention of the trade through direct-by-mail reprints. The more optimistic hoped that sales to the stores—we mean wholesale not retail—might reach $500,000 the first year.

What happened? This:

1. Sales actually totaled—not $500,000—but nearly $1,500,000.
2. Markdowns were from 8% to 10% less than on ordinary women's ready-to-wear.
3. The number of stores has more than doubled in 20 months.

Their faith in Vogue's power to sell the women of the nation—and the trade that serves them—was more than justified.

Vogue has done it, not once, but many times . . . so has Vanity Fair . . . so has House & Garden.

Madelon Modes, Inc.
HOLLAND BUILDING 375 FIFTH AVENUE
NEW YORK CITY
Women's Apparel and Accessories

January 19, 1926.

Vogue,
19 West 44th St.,
New York City.

Gentlemen:

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the net paid average of the Sunday Detroit Times for the past six months was in excess of 300,000

Is the Bonus for Jobbers' Salesmen Poor Merchandising?

This Sales Executive Can See No Good in It

By K. G. Merrill

Vice-President, M. B. Skinner Company

IT is fortunate that the title of this article as supplied me by the editor of PRINTERS' INK uses the word "merchandising" rather than the word "selling." There is no doubt in anyone's mind that a bonus for jobbers' salesmen sells goods. It sells goods to beat the band. But, so long as the word "merchandising" is used—which, as I understand it, includes such subtle qualities as good-will, prestige, mutual respect and confidence; in other words, satisfactory business relations over a long term of years—it gives me an opportunity to express my conclusions after talking with many jobbers.

Let me say then, before going any farther, that I consider a special bonus for jobbers' salesmen as poor merchandising. I speak against it with all the force I can muster.

There was a time when I believed heartily in bonuses for jobbers' salesmen and occasionally offered them with most flattering results. I did not do this indiscriminately, but on rare occasions. Then, about three years ago something happened that made me stop and think.

A feature of my work has required addressing sales meetings held by different jobbers who handle our line. A very large jobber out on the Pacific Coast employing sixty salesmen had written and asked me whether I could address his salesmen on a certain evening. I replied that I should be very glad to do so and on my way out there to keep the appointment I thought that perhaps here would be a fine opportunity to offer a little bonus to jobbers' salesmen and see whether we couldn't make a record with this particular house.

I was received cordially by the manager and we talked over business conditions for a little while. Suddenly, he looked at me rather strangely and said: "Mr. Merrill, what are you going to talk about tonight?" I answered, "The Skinner Line." He paused and looked off into space a few moments and then asked: "Do you offer a salesmen's bonus?"

Enthusiastically I broke in: "You bet. That's one of the things I was going to talk about tonight—"

With unexpected sternness he interrupted: "Then you're not going to speak to my men tonight, and I am sorry to have troubled you."

Naturally, I was greatly embarrassed but managed to convey the idea that I did not feel compelled to offer any bonus. I expressed the opinion mildly, that bonuses would increase sales in our line—why did he object?

He pushed his chair back from the desk and turned around so that I could see he had decided to give me his opinion fully.

A JOBBER'S EXPERIENCES

"Mr. Merrill," he began, "I shall never allow another bonus to be offered to my salesmen. I have just been through a sales campaign that proved the most successful and yet the most disastrous, of any that we have ever taken up.

"About one month ago, a salesman for the X Manufacturing Company came in here and at a salesmen's meeting offered a five cent personal bonus on each "gadget" sold. This was to be paid to the salesmen at the end of thirty days. In glowing terms he pictured how a salesman could sell a gross here and a gross there, and every time he sold a gross there was $7.20 in his pocket. Suppose he sold a gross three times a week, he was adding $21.60 to his

income. Suppose (and here the speaker became beside himself with enthusiasm) he sold a gross six times a week, here was over $40.00 added to the salesman's income. He firmly believed that we would make a record selling the X Manufacturing Company's products.

"Somehow or other, I was carried away with the fellow's enthusiasm myself, and said: 'Boys, go to it, and let's see what comes up.'

"The next morning I handed a very important inquiry to young Blenker, one of my best salesmen, and said: 'You had better get after this this afternoon, as it is apparently fairly urgent.' The next morning I checked him up and asked: 'Well, Blenker, how about it, did you get the order?' He blushed—'By golly, I forgot all about it. I sold a couple of dozen of the X Manufacturing Company's gadgets yesterday and I got so excited making the last sale that this inquiry slipped my mind. I'll run right over with it.' He ran over with it but our competitor had been in the day before and got the order.

"Somehow, I didn't see the danger signal right on the spot. The orders for gadgets poured in and their continual presence on the order desk prevented me from noticing general sales for a few days.

"We have a certain account with whom it has been our custom to get together on the tenth of each month with the idea of checking up his requirements for general mill supplies for that month. Our man Perkins used to save the tenth of the month regularly for an all-day session with the buyer, including lunch at the Athletic Club. An order was on my desk the eleventh of the month as regular as clock-work and even the sales campaign didn't prevent my looking around for it when the eleventh of the month arrived. No order.

"I called Perkins over and said: 'Well, what's the matter—didn't they come across this time?' Perkins looked a little bit uncomfortable and replied: 'I'm awfully sorry but I got in kind of a jam yesterday. I got to talking with him about the X Manufacturing Company's gadgets and he claimed that he didn't use them. Of course, I know him well, I've had him out to lunch at the Athletic Club a great many times, and I sort of felt the strong-arm method was in order, so I said I'd just put him down for a gross of these gadgets and make him like them. I said it with a laugh and thought it would go over. It didn't. He got sore. He asked me what it was to me whether he bought a gross of the gadgets or not, considering that he placed an order for several thousand dollars' worth of our material through me every month. Well, I told him that we had a sales campaign on and I was going to get a nickel apiece for them and he suddenly burst out and told me if he was doing business with a concern that would allow a petty form of near-bribery to interfere with its old and established business he would have to hunt up somebody else to buy from.'

HE HAD TO CALL IT OFF

"Well, Mr. Merrill, that wasn't all. It got worse and worse and, finally, on the twentieth of the month, I called off the whole proposition and wrote a letter to the X Manufacturing Company, telling them that undoubtedly I had made a record by selling some $2,000 worth of their material, but so far as I could figure I had lost nearly $12,000 worth of business from other sources that I normally would have received. I asked them to pay out the bonuses to the salesmen and write each one a letter saying that they had decided never to allow a bonus to our men again.

"Since this unfortunate experience," he continued, "I got to talking to some of the boys up at the trade association and found that they feel the same way about it. The bonus to jobbers' salesmen is an attempt to accomplish through wire pulling what ought to be done by advertising. Advertising should have been selling the X Manufacturing Company's gad-



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Second Paper: 270,193 Lines

The Miami Herald

"FLORIDA'S MOST IMPORTANT NEWSPAPER"

Frank B. Shutts, Publisher

National Advertising Representatives
J. P. McKINNEY & SON
New York Chicago San Francisco
GEO. M. KOHN, 704 Walton Bldg., Atlanta

gets, not bonuses. If they spent the same amount of money in an intelligent consumer advertising campaign, they would be moving the goods off our shelves without corrupting my salesmen. Yes, I mean that word 'corrupting.' When you take a man and lure him, with dazzling pictures, from the straight path of every-day duty, and get him to specialize on one thing at the expense of the items that have proved his bread and butter for many years, you are corrupting him. When you get him so that he forgets appointments and uses methods that he would ordinarily disdain, you are corrupting him. When you offer a young salesman a special bonus large enough so that the thought can enter his mind of splitting a commission with the buyer, you are corrupting him. Yes, we had one case of that, too. Never again will I allow a manufacturer to bribe our salesmen."

I think that my jobbing friend was absolutely right. Never since that time have I made an offer of a bonus to jobbers' salesmen. Since then I have talked to innumerable jobbers as to whether they agreed with this Pacific Coast chap. I could write an article that would fill this entire issue, so many are the examples that have been given me of disastrous consequences to the morale of the selling force.

Not one jobber to whom I have talked is in favor of it. Many of them saw the danger and never did allow bonus schemes to be put into operation in their organizations. Many did not, tried it, and found that it practically disorganized their sales departments.

All the above, of course, has nothing to do with sales contests held within an organization. The sales manager who offers a prize, who runs one of the numerous prize contests or bonus contests in his own organization, is simply doing good work and following his duties as a sales manager. He is stimulating the men to sell a wide variety of articles so as to increase gross sales. But the manufacturer offering a bonus from the outside is encouraging the salesmen to neglect the larger variety of items so that his own may prosper.

As a last word, I want to emphasize the remark made by my Pacific Coast friend. Manufacturers who offer bonuses to jobbers' salesmen are attempting to accomplish through wire pulling what ought to be done by advertising. In that sentence is found, I think, a great deal of wisdom. It is the rock on which I have built my puny opinions in regard to this practice.

"Liberty" Augments Staff

Leon W. Stetson, W. C. Raleigh and E. H. Roberts have joined the Eastern advertising staff of *Liberty*, New York. Mr. Stetson, who was formerly with the Curtis Publishing Company, is working in the New England territory. Mr. Raleigh, previously with Young & Rubicam, Inc., is working in Philadelphia and the South. Mr. Roberts, who is working in New York State, was formerly with the Wm. H. Rankin Company.

New Accounts for Hanser-Churchill Agency

J. D. Hage & Company, New York, importers of Vitrex, a substitute for glass, have appointed The Hanser-Churchill Agency, Inc., also of New York, to direct their advertising account.

The Gillette Camera Stores, Inc., New York, also has placed its advertising account with this agency.

To Advertise Genesee District of New York

The Genesee Country Association has been formed at Mount Morris, N. Y., for the purpose of advertising the scenic and health advantages of the Genesee district of New York State. Guy Comfort, of Perry, N. Y., has been elected president.

Soap Account for San Francisco Agency

The Los Angeles Soap Company, Los Angeles, maker of White King soaps, has appointed the Lockwood-Shackelford Company, San Francisco advertising agency, to direct its advertising account.

"Buttonlath" to Be Advertised

An advertising campaign will be started this month by the Buttonlath Manufacturing Company, Los Angeles, on Buttonlath, a building material. Magazines, business papers and direct-mail advertising will be used.



Dont slow up for SUMMER!

LOS ANGELES DOESN'T

YOU can keep the wheels going with Los Angeles business in June, July and August! Last summer's clearings were $63,947,538 greater than the winter before; building permits were nearly $3,000,000 higher. A balanced agricultural harvest keeps money flowing constantly.

ADVERTISE IN LOS ANGELES IN SUMMER! Elsewhere business may slow down in Summer, but in Los Angeles it is ALWAYS going up! The Examiner's Promotion and Research Departments combine to provide a practical merchandising service for advertisers IN this market, or COMING in! Write for the information you want.

170,000 Daily 385,000 Sunday

Los Angeles Examiner

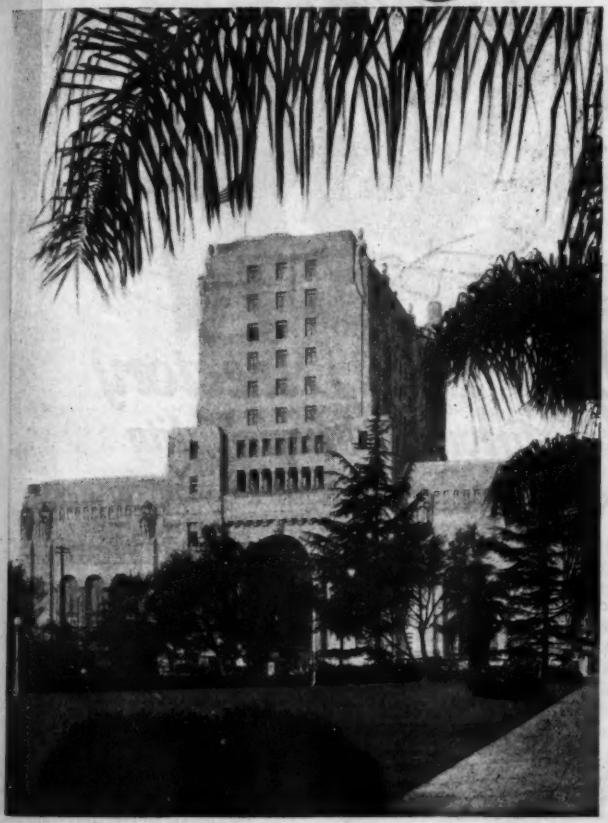
Largest morning & Sunday circulation west of the Missouri

San Francisco, Calif.
571 Monadnock Bldg.

Chicago, Ill.
915 Hearst Building

New York: 1819 Broadway

What manner of men can afford clubs like this?



Los Angeles Elks Club has 3,865 members who read the Elks Magazine. There are 848,135 elsewhere.



Your City Directory —Mirrors the Municipality

When In Need of a "Yardstick" With Which To Measure Local Advantages

Expansion programs often demand the location of branch plants or offices in other localities. Expensive, yes disastrous, errors may be made if great care is not exercised in the selection of a new location. Many things must be taken into consideration before any move is made. Such items as local sales opportunities, transportation, proximity to raw material, labor market, living conditions, banking facilities, competition, etc., enter into the scheme. Each has a direct bearing on the success of the venture.

If you are contemplating any move or change, the City Directories of the localities under consideration will enable you to weigh their respective advantages without prejudice or color.

The City Directory gives you a perfect picture that includes all points salient to your contemplated move or expansion.

This trade mark appears in directories of leading publishers.

Being properly emphasized in your City Directory, so that seekers after information about you and your business can ascertain all the facts, is good merchandising logic. Our booklet *Directories; What They Are, How They Function and Their Place in Advertising* gives the details. Send for free copy.

ASSOCIATION *of*
NORTH AMERICAN DIRECTORY PUBLISHERS
Headquarters
524 Broadway, New York City

An Industry Asleep on Its Replacement Market

A Furniture Manufacturer Now Advertising for Replacement Business Hopes That Entire Furniture Industry Will Try to Make Public "Furniture Conscious"

By William C. Rogahn

General Sales Manager, The Kiel Furniture Company

TWO facts of great sales importance stare the furniture manufacturer in the face today.

The first is that the automotive industry gets $2,500,000,000 of the consumer's annual earnings, the clothing industry $3,000,000,000, candy $1,250,000,000, tobacco $1,200,000,000, motion pictures $800,000,000—while the furniture industry gets only $750,000,000.

The second fact is that, although the population of the United States has increased only 21 per cent in the last 14 years, the number of furniture outlets has increased 90 per cent in the same period.

Taking both facts into consideration, the manufacturer finds that he "must educate the public to spend more money for furniture if the furniture business is to be profitable."

I think the key to this problem lies in the replacement market. The furniture business can be made profitable if the manufacturer will educate the home owner to the advantages of putting new furniture in homes where old furniture has outlived its usefulness.

The automotive industry has developed to a great extent because the replacement angle has been played up to the consumer. And how wide the gulf is between the results obtained by the automobile manufacturer and the lack of results obtained by the furniture manufacturer in making consumers conscious of his product is graphically illustrated by the visit of one of our salesmen at the home of friends.

He had dinner with his host and hostess on a dining room table that was at least twenty years old. He spent the evening talking in a living room in which the furniture had not been changed for twenty-five years. There was not a single remark about the antiquated furnishings.

But when, however, the host drove from the garage to take this salesman home, the host profusely apologized for making him ride in a two-year-old automobile!

We would, at any time, enthusiastically join such large manufacturers as S. Karpen & Bros., Inc., Congoleum-Nairn, Inc., Kroehler Manufacturing Company, and Simmons Company by contributing a proportion of our regular advertising appropriation to a joint fund for furniture advertising.

Until, however, we can get other large manufacturers to join in a group plan for a campaign of general advertising to make American home owners conscious of their furniture in the same way that they are conscious of their cars, we are going ahead as individuals to educate both public and dealers to a consciousness of furniture replacement.

We believe that this replacement market is the key to the furniture manufacturer's problem of how to sell more furniture, and accordingly we have gone fairly far into this field already.

One of our recent business-paper announcements illustrates how we are waking our dealers to the vast untouched possibilities near at hand:

"Have you a true picture of your sales opportunity?" is the headline. Then, "A recent nation-wide investigation uncovered the rather startling fact that 80 per cent of the furniture sold today is 'necessity furniture.'

"This buying is being done by newlyweds and those compelled to

replace worn-out furniture. You get your share of this business as a matter of course. But there is only a certain amount of it. If you depend on 'necessity buyers' you cannot expand your business much beyond the limits to which you dare attract it with cut prices.

"But there is another group of possible customers, greater in their potential buying capacity than the 'necessity buyers.' These are the 'replacement buyers'—those whose homes were furnished three, five, ten years ago, and who have given furniture but little thought since. They need no furniture, as such. Consequently, they do not buy. But they can be awakened to the needs of better furniture than they have; they can be awakened to the true and outstanding appeal of furniture—its power of beautifying the home, making it inviting, restful, truly livable.

"Awaken this vast potential market, even part of it, and the way is open to enormous sales increases. The means are at hand. Several leading furniture manufacturers are paving the way in their national advertising, among them the Kiel Furniture Company. The advertising of this concern is directed toward awakening 'replacement buyers' to the need of refurnishing the home. Kiel sales plans are designed to enable dealers to tie their stores to Kiel national advertising in a way that insures increased sales in this vast replacement market."

Keeping close to the replacement appeal, our national advertising is staying away from stress on the name Kiel and is emphasizing the good furniture to be found in stores carrying Kiel tables, the kind of furniture not usually found in small towns. We are using full pages and colors during the summer to play up replacement as necessary to homes "where characters are made."

Our electros and mats to dealers also steer away from Kiel and point out how good furniture improves the home. We show dealers how to take advantage of the market by urging families to refurnish the daughter's bedroom on her return from college and to brighten up the home so that it will be a place for the high school boy to bring his chums. We also furnish movie slides, window display cards and various other small table booklets as well as blotters.

Besides this, we have a series of three letters for the dealer to send to prospects, their theme, too, being replacement. The first, for instance, suggests new furnishings by asking the prospect to "be our guest at what we call an inspection trip some afternoon this week" to see the many "important, yet inexpensive things that mean so much to the furnishing of a home."

The second, opening with the statement that the home is said to be losing much of its old attraction, points out how often just a simple rearrangement of living room furniture has brightened up an entire household. The third letter for the dealer to send to his prospects stresses the fact that most men appreciate a properly furnished room more than they sometimes admit. This letter then develops the idea that husbands like to have their homes brightened up occasionally.

So much for what we are doing to make home owners conscious of the influence furniture exerts in making fine homes and fine characters in the homes. In a sense, of course, there is a business selfishness in the effort, for greater consciousness of shabby furniture will mean greater sales for ourselves and our dealers. But there is, basically, the idea that anything which brings the American family closer about the home fireside is praiseworthy.

Furniture manufacturers have a great opportunity to keep the American home together and at the same time improve their own industry. The key to their selling problem is in their own hands. They can develop the replacement market, as we are doing, by individual efforts which undoubtedly will achieve results in time, or they can join forces in a common advertising campaign and bring results much sooner.

Sixteen Department Store Executives

—who received a copy of the first issue of the Monthly Trade Edition of FASHIONABLE DRESS, immediately requested that two hundred and twenty-four copies be mailed regularly *each month* to their Buyers.

The Trade Edition will, therefore, be mailed, *by request*, twelve times a year, to an average of fourteen Buyers in each of these sixteen stores.

The names of these sixteen Executives have been selected at *random*, and merely represent a *typical* cross-section of Department Store demand for the *Monthly* Trade Edition of FASHIONABLE DRESS.

It will thus be possible for the manufacturer to keep both the Merchandise Manager and the individual store buyer in *Monthly* and *personal* touch with the consumer demand being created by his advertising in FASHIONABLE DRESS—which has the largest circulation of any Magazine of Fashion selling at 35 cents a copy.

FASHIONABLE DRESS

Member Audit Bureau of Circulations

Swift Packages the Unpackageable with Profit

Lard, Cheese, Bacon and Eggs, Are Making a Better Sales Record in Packages Than in Bulk—Butter Showed the Way

SWIFT & COMPANY inform PRINTERS' INK that their trade-marked brand of lard (the "Silverleaf") has increased greatly in popularity since they started putting it out in one-pound cartons.

Arthur D. White, head of the Swift public relations department, sees in this evidence that packaged food products in general are strengthening their hold on the trade rather than losing it to an extent as some people have been saying. During the last year or two certain retailers have shown something of a tendency to go back to the old bulk method of handling such merchandise, thinking that the possible saving of a cent or two per unit would be an inducement to people purchasing crackers, cereals, butter and the like. But experience shows that a great number of people still prefer the sanitary package. They like it better because it is clean, and waste is lessened.

It also is convenient. Each pound of lard, for example, sent out in one of the Swift cartons is marked in such a way that a spoonful or a cupful, in exact proportions, may be removed without difficulty. The women like this better even than the tin lard pail, and as for the old-fashioned system of selling lard in bulk they are very little interested in it any more.

According to the 1926 Swift year book, a copy of which Mr. White has sent to PRINTERS' INK, a great increase in business also has been experienced in the selling of the company's trade-marked butter in one-pound cartons. This method of distribution was started fifteen years ago. By 1917 one-half of the butter volume was sold in that way and now the carton distribution exceeds two-thirds of the company's entire butter business.

"The most important recent development of package goods," the year book says, "is in the handling of cheese. Except for fancy cheeses which have been sold in individual packages of odd shapes, little cheese has been handled in packages until within the past five years. Cheese, as it has commonly been handled, dries out, cracks, and crumbles, causing waste to both dealer and consumer. Today cheese is being put up in five-pound loaves and smaller packages. In merchandising cheese in this form, it is not exposed to the air in the retail store, and the consumer can keep it without deterioration for a considerable time. Swift & Company have made a specialty of selling Brookfield cheese—American, Swiss, Brick, and Pimento—in half-pound packages, and the demand for these products is growing rapidly.

"Eggs furnish another illustration of the increasing use of packages, and so does Premium bacon. The demand for the latter in the one-pound and half-pound packages is steadily growing."

The big advantage of packaged goods from the standpoint of the manufacturer, according to the Swift idea, is that packaging makes it possible to brand goods and then the brand is popularized through advertising. One attraction to the consumer is that packaged goods are necessarily of the quality kind. The big advertiser has no difficulty in convincing his customers that when he puts his name on a carton he naturally is going to do his best to see that the quality is kept at a uniform standard.

Cigar Account for Boston Agency

Alles & Fisher, Inc., Boston, manufacturer of "J. A." and "63" cigars, has appointed the Goulston Company, Inc., advertising agency of that city, to direct its advertising. New England newspapers are to be used.

All the Facts— No Opinion

The United States Daily offers a new kind of background for advertising because it records only facts. Our text pages contain no speculation, no surmises, no opinion. Readers cannot argue with the text presented.

Advertising associated with such text, therefore, has an unhampered chance to make its impression and carry conviction.

The first issue of The United States Daily in which advertising will appear is closing in Washington Saturday, April third. The rate is fifty cents a line flat. A call to one of the offices listed below will give you quick action on this first issue and succeeding schedules.

The United States Daily

Established March 4th, 1926

Washington

New York Office: 52 Vanderbilt Ave.

Chicago Office: London Guarantee Bldg.

San Francisco Office: Bulletin Building

Why *The Country Gentleman* Has Added

2000 New Readers Every Day

For Seven Months

Because it is the Modern Farm Paper for Modern Farm Families. **The Editorial Contents of the 196-Page April Issue Tell How It Serves More Than 1,200,000 Homes. On the Opposite Page Are Listed the 122 Items Which Make Up the April Issue, and *Every One of Them* Was Especially Designed to Interest the Family on the Farm.**

17 General Articles
Editorials
5 Stories
8 Livestock Articles
8 Hints for Dairymen
14 Articles on Crops
4 Suggestions for Gardeners
10 Notes on Orchards and Small Fruits
3 Radio Features
1 True Story for Beekeepers

17 Practical Poultry Helps
1 Page of Handy Mechanics
1 Design for Fireproof Farmhouse
20 Helps for the Country Gentlewoman
3 Features for the Outdoor Boy
6 Interests in Every Girl's Life
3 Miscellaneous Features

The Country Gentleman

THE CURTIS PUBLISHING COMPANY
INDEPENDENCE SQUARE, PHILADELPHIA, PENNSYLVANIA

Publisher of *The Country Gentleman*, *The Saturday Evening Post*, and *The Ladies' Home Journal*

Advertising Offices: Philadelphia, New York, Chicago, Boston, San Francisco, Detroit, Cleveland

electric refrigeration...

Every electric refrigerator manufacturer now carrying on a selling campaign in the Detroit territory is using the columns of The Detroit Free Press on a preferential basis to win confidence, build prestige and create sales.

These manufacturers will repeat the conspicuous successes won by the manufacturers of oil burners during the past winter who concentrated more than 80% of their advertising in The Detroit Free Press.



The Detroit Free Press

VERREE & CONKLIN, Inc.

National Representatives

New York *Chicago* *Detroit*

San Francisco

The Salaries Salesmen and Sales Executives Are Getting and What Determines Them

Why Many Men Are Not Able to Hurdle Certain Salary Dead-Lines

By John Allen Murphy

I SET out to find the "average" salary being paid to salesmen and sales executives in various lines of industry.

For weeks I button-holed every acquaintance I met and asked him this question: "Say, old fellow, what sort of salaries are paid to salesmen and their bosses in your business?"

The uniformity of the answers was surprising. Almost to a man they said, "Why do you want to know? Are you looking for a job?"

Then I would explain that I was writing an article and that in order to make it authoritative I wanted to have it cover many lines of business.

"Oh, that's different," my button-holed authority would usually interrupt at this point. "We are always willing to give out information, but we are not so generous in handing out jobs. The salaries in our line run about—let me see—I would say from about $1,800 a year to $30,000 a year. No, I'll amend that. Our branch manager on the Coast made $50,000 last year."

"And what would you say the average is?"—this from me.

"The 'average,' did you say?" my informant would inquire. "Oh, hang it, you can't average salaries under present-day methods of compensation. Of course you can 'average' them mathematically. All you have to do is to divide your payroll by the number of persons on it. But after you have your quotient, what good is it?"

After meeting with several such rebuffs, I decided to write a different kind of story. The article, therefore, will not be about "average" sales salaries. Instead it will deal in detail with such matters as:

A bird's-eye view of the salaries paid in principal industries.

Methods used to determine what salary a salesman or an executive shall be paid.

Why so few men ever pass salary dead-lines.

Why some sales executives get ahead.

The ideas contained herein represent the actual experience of more than 200 companies.

HUGE PAPER SALARIES

There is a lot of talk going around about the huge salaries being paid to salesmen and sales executives in some lines of business. Nearly every organization is disturbed by the rumors. Every employer has employees come to him periodically with a plea for a raise. The argument for the "touch" usually runs something like this: "My friend, Tom, is getting $14,000 a year and he is only twenty-six years old. I am twenty-nine and my weekly envelope contains only eighty dollars. My brother-in-law went to Florida last fall and made $70,000 the first month. Unless I can get five dollars more a week, Mr. Watson, I believe I'll try my hand at Florida. You know a young fellow has got to think of his future."

These reports about the high salaries so many men are earning also cause domestic disturbances. The wife wonders how the folks across the street can afford that Pierce-Arrow they bought. The meat dealer tells her that the Jones never buy anything less choice than chicken or porterhouse. The grocer confides in her that the Smiths never stoop below artichokes in the vegetable line and that they stop buying strawberries in April. She

would like to know how these people are able to live so well. She hears that Wilkins thinks nothing of losing forty dollars in a game of stud, while commuting to work. How can he afford it?

Of course many of these stories may be true. Wilkins often does lose forty or fifty dollars in a game of cards. The explanation is that he is a fool. The savings account is paying for those January strawberries in the Smith family. Mrs. Jones is such a wretched cook that porterhouse is the only cut she can make palatable. The man across the street can afford a Pierce-Arrow. He is one of the most successful life insurance salesmen in the State.

The man who went to Florida did earn $70,000 the first month, but it was all on "paper." Many of his deals fell through. Many buyers will never make a second payment. His net cash receipts were not $70,000, nor even $7,000. The young man neglected to state that his brother-in-law wrote home for money last month. That twenty-six-year old youngster may be earning $14,000 yearly, but his friend is not entitled to or in line for a raise, simply because he is three years older.

Most of these stories about huge salaries are greatly exaggerated. The salaries paid to salesmen and their executives in most lines of business are not large. In fact I was startled to find how small they are. If you doubt this statement you can easily verify it by consulting the income tax returns. If men are getting the salaries that they claim, they are not paying a tax on any such incomes.

Of the 110,000,000 persons in this country only 594,211 of them acknowledged to Uncle Sam that they had a net income of $10,000 or more during the year 1922. And only 1,784,326 of them admit having an income over $5,000 that year. Only 6,787,481 persons made tax returns for the year 1922. These returns came from a family population of 24,000,000 or from about a fifth of the population of the nation. I am giving the figures for the year 1922, but the returns for other years do not vary substantially from those of 1922.

Unfortunately there are no figures available as to what percentage of those 594,211 persons who paid a tax on an income of $10,000 and over are salesmen and sales executives. But the percentage if it were known would be small. Most of the big income tax payers are manufacturers, bankers, capitalists and the proprietor class in general. Sprinkled among them, of course, is a goodly proportion of salaried executives, but not all of them are in the selling end of business. Since about 10,000,000 men have at one time or another bragged about their big incomes, we now know from the income tax returns that 98 per cent of them were indulging in harmless whimsies.

There are probably more than 3,000,000 persons in selling pursuits in this country, if we include retailers, retail salesmen and saleswomen, commercial travelers, insurance agents, real estate salesmen and house-to-house canvassers. This estimate would also include sales executives. The income tax returns would indicate that very few of these people have incomes that would justify them in bragging.

So much for Uncle Sam's revelations on the subject. Now let us examine the evidence from employers themselves. Salaries vary in different lines and in different parts of the country. New York will probably average 25 per cent higher than the rest of the country, although a number of other large cities are not far behind New York. Staple lines do not pay so well as specialties.

SALARIES IN THE GROCERY FIELD

Salaries range lower in the grocery business than in any field that I investigated. Cubs start in this field as low as twenty dollars a week, although thirty a week would be an average. Grocery salesmen are recruited largely from the retail grocery store. Since a good retail grocery salesman will earn about thirty dollars a week, it is difficult to interest these men

in a traveling job unless the initial salary equals what they were getting behind the counter.

The salaries of established salesmen in staple food lines do not average over $40 a week. The range will run from $30 to $60, only an exceptional man passing the latter figure. The salaries paid to men selling grocery specialties will run from $50 to $100 a week. Crew managers and minor sales executives are paid around $4,000 a year. Branch and district managers and assistant sales managers are paid from $4,000 to $10,000 a year. A common figure seems to be $6,000. Of course all the figures mentioned include expenses. Full-fledged sales managers in this field earn from $8,000 upward. There are many men in the industry that are doing better than $25,000 a year. Fifteen thousand dollars would be a fair average.

A point worth recording here is that the incomes of general sales managers do not vary in the various industries as do the incomes of salesmen. The figure of "$8,000 upward" would hold in almost any industry you care to mention. And so also would $15,000 be a fair average in all industries. In all these fields you might encounter occasional peaks of $40,000, $50,000, $75,000 and even $100,000 a year. Remember I have in mind the general sales manager—the man who is responsible for the marketing of the company's output. Very often this man will have the title of vice-president and in some cases of president.

In such fields as drug, hardware, oil, electrical specialties, staple dry goods and similar lines the salaries paid to salesmen will run from $150 to $350 a month. Unusually good salesmen will exceed the latter figure by a wide margin but the great bulk of traveling salesmen in staple business may be disposed of as far as present inquiry is concerned, by saying that they do not make more than $4,000 a year. The under-executives in these fields are paid from $4,000 a year to $10,000 a year.

Much of the boasting about high sales salaries arises in the advertising business. For this reason I made this business the object of special study. It is true that a large number of advertising salesmen make as high as $10,000, but few get above that unless they become more than salesmen. One publisher starts his junior salesmen at $50 a week and works them up to $150. Another believes that he cannot get men of the quality he demands for less than $4,000. These men are gradually raised until they reach $8,000 a year. Actually no limitation is put on them, but few of them ever succeed in passing the $8,000 mark.

THESE MEN START AT SCRATCH

Another publisher, who has the reputation of paying large salaries, starts most of his young salesmen at $3,500. If they have had considerable experience he puts them on the pay-roll at $5,000. This publisher always starts his salesmen at scratch. They are not given credit for the business running in their territories at the time they take them over. The men are raised rather slowly. If a man makes good his first substantial advancement is a district managership, in which his income will be from $10,000 to $12,000 a year. The next step is a branch managership at about $15,000 a year. And there the advancement of the man is likely to stop, although he can get his income considerably beyond the $15,000 mark if he has sufficient ability. After a man makes good in the organization of this publisher, he is given opportunity to acquire stock. As he is advanced from one position to another, he has a chance to buy more stock. In time his dividends from his stock almost equal his salary.

In a way it is more difficult to estimate the average salaries paid sales executives in the advertising business than it is in the manufacturing world. Personal selling ability counts more in a sales executive in the advertising business. A star salesman can make more selling advertising than he can make in selling manufactured lines. In proportion to the number of

men engaged in it, there are vastly more $25,000 incomes in advertising than in regular commercial lines. Generally speaking, it might be set down as a rule that in advertising work, salaries, both of salesmen and sales executives, average from 50 to 100 per cent higher than in staple manufactured lines.

I made the statement a few paragraphs back that my investigation of the salaries being paid to salesmen and their managers was discouraging. But in another respect it was decidedly encouraging. It showed that employers have got away from the "caste" system of paying those who work for them. The time was when salesmen were regarded as worth $150 a month or some such arbitrary figure. No matter how good a man was or how much more he could sell than the rest of the selling staff, he was paid $150 a month. There was nothing he could do to get his income beyond that dead-line, except to get a better offer from a rival company. In like manner the sales manager's salary was fixed at, say, $6,000. Even if he stayed with the firm for fifty years, he could not aspire to get past that dead-line.

Naturally the "caste" system of compensation discouraged initiative and was the greatest manufacturer of mediocrity that ever existed. Enterprise did not thrive in an industry where men could not hope to make more money than the limit established by some short-sighted old Graybeard. The present-day methods of compensation, on the other hand, make for enterprise. These methods have been described in PRINTERS' INK so many times that I am not going to attempt to review them here. Suffice it to say that today employees, particularly in the selling end, are allowed to fix their own incomes. It is entirely up to them. They are paid what they earn. If they want to earn more, all they have to do is to increase their efforts.

Today most employers are inclined to let those who work for them participate in the profits which they help to create. This puts every salesman and sales executive in business for himself.

I found ample evidence for this statement. Here are a few examples! A work-clothing manufacturer has fifty-two salesmen. The income of thirty-five of them does not rise above $4,000. Eleven of them make up to $10,000. Five of them have been making between $10,000 and $20,000 a year and one was able to top $28,000 last year. It is the compensation plan that enables these seventeen salesmen to make so much more than their thirty-five associates. Were it not for this payment plan, which automatically encourages initiative and enterprise, it is certain that the fifty-two salesmen would all be making approximately the same amount of money. The plan is just as good for the company as it is for the salesmen, because it is the means of bringing in a large additional volume of business.

THIS SALESMAN MADE $63,000

An electrical fixture manufacturer told me that his salesmen average around $7,000 annually. One of his men, though, succeeded last year in running his income up to the tidy sum of $63,000. Here again it was the elasticity of the compensation system that made this man's earnings possible.

In another business I found branch managers making from $4,000 to $30,000 a year. All of the managers were doing practically the same work, but some of them were able to utilize their opportunities better than others. The compensation system should be given credit for these results. In every case where men are paid according to what they accomplish, which is the gist of the new compensation theory, there will be found a wide discrepancy in the earnings of employees doing the same kind of work. And to just the extent that the discrepancies exist does the new compensation theory prove its value.

It is the proud boast of the heads of many businesses that they have made their principal executives wealthy. In most instances the

(Continued on page 81)

There are 600,000 Shriners in North America!

Like most other men, they are constantly spending money; constantly buying all kinds of things for

their wives
their children
their homes
their offices
their factories
—and for themselves

But because the earning power of these 600,000 Shriners is higher than average, they exercise more discrimination in buying; they are more insistent upon quality, regardless of cost.

Cultivation of such a tremendous quality market is the obvious thing, particularly when it may be accomplished through the pages of a single magazine.

June forms close on April 25th. A rate card will be mailed upon request.

THE SHRINE MAGAZINE

1440 Broadway, New York

Phone: Pennsylvania 7827

Western Office: 360 No. Michigan Avenue, Chicago

Phone: State 6440

The News *New Yorks* Picture Newspaper now sells *more than* a million copies *every day*

—and you can't overlook a million!

Coverage—
Reader Acceptance

THESE Basic Requirements for your successful advertising campaign are found in Birmingham in only One Newspaper—THE BIRMINGHAM NEWS—The South's Greatest Newspaper.

Reading Homes In Birmingham	**52,440**
Daily City Circulation	**46,684**
Sunday City "	**51,057**

In every city, Department stores know and use the one newspaper which has the Reader Acceptance—The Response to their advertising. In Birmingham they consistently choose The Birmingham News, as the lineage figures show:

For the year 1925

65% Of all Department store advertising in Birmingham appeared in The Birmingham News.

The NEWS gained 29,946 lines of National Advertising in January and February 1926.

The Birmingham News

THE SOUTH'S GREATEST NEWSPAPER

National Representatives

Kelly-Smith Company

New York Chicago Boston Philadelphia

Joel C. Harris, Jr.
Atlanta

salaries of these men are not large, but they are given a chance to share in the profits which they are helping to create. A few months ago I read in *Business*, one of the publications of the Burroughs Adding Machine Company, an interview with Claude H. Foster, the president of the Gabriel Manufacturing Company, in which the statement was made that none of the executives of the company draws a salary of more than $200 a month. Mr. Foster added, however, that his executives were permitted to make as much money as they wanted and that because of this arrangement the salaries were only a small proportion of their incomes.

There is a marked tendency toward this plan of compensation. I know of a company where practically every man in its employ makes in excess of $5,000. This includes salesmen, under-executives and every one on the payroll except minor clerks. All of the principal executives of the company earn not less than $14,000 annually. In fact, there are no low salaries in this business. The head of this concern is frequently criticized for paying his employees so much. He is told he could cut down his payroll 50 per cent. His answer to this criticism is that the men on his payroll are not employees. They are in business for themselves. The salaries they receive are comparatively small. The principal part of their incomes comes from dividends, bonuses and rewards for special effort. These men are held to a strict program of results. They have to produce on a scale that is ample to justify their incomes. If they are not able to do that, or "to pull their weight in the boat" as the president expresses it, they do not stay with the company very long. The wisdom of this man's policy is evidenced by the fact that the company has made the greatest progress of any concern in its industry and has established itself so solidly that its position is impregnable. It is that kind of a compensation plan that brings out the best in men. They have to develop in order to earn the income that is dangled within their reach.

When a business is prosperous, the management is usually tempted to hire too many unproductive employees. The payroll is loaded with salesmen, executives and office workers with whom in less prosperous times the company would be able to get along without. Henry Ford has demonstrated how it is possible to conduct a business with a smaller percentage of unproductive workers than had previously been thought possible.

UNPRODUCTIVE WORKERS

It is this very thing that is eating the profits out of the department store business. I believe that the rule in this business is that 100 employees are needed for every $1,000,000 in sales that the store does. In many stores this proportion is increasing until we find as high as 125 employees for each $1,000,000 in sales. The worst of it is that this increase in the proportion of employees to sales is usually due to an increase in service or non-selling employees. This development is possibly inevitable in the department store field. In most lines, though, the adding of too many unproductive employees can be avoided by the adoption of the right sort of compensation system.

In gathering information for this article I visited one of the largest employment agencies in the country. The company specializes in executives. I asked the head of the concern why it is that so many men do not seem to be able to pass certain salary dead-lines. These dead-lines are: $4,000, $6,000, $7,500, $10,000 $12,000 and $15,000. Thousands of men are anchored at $4,000. Other thousands are never able to pass the $7,500 hurdle. In fact, 99 per cent of the country's executives are blocked at one of the figures I have mentioned. "Is it their fault or the fault of their employers?" I asked.

"Usually it is the fault of the men themselves," the employment manager replied. "To be sure it is impossible to progress with some companies, but if a man stays with such a company he demonstrates

his lack of initiative. But in most organizations a man can get ahead if he wants to. We know the opportunity exists in these organizations because some of their men are making steady progress. The average man does not get ahead, not because he hasn't the stuff in him, but because he gets in a rut and stops growing.

A TYPICAL CASE

"Let us consider a typical case. Smith was graduated from college at the age of twenty-two. He gets a job as a clerk at $30 a week with the Bigge Manufacturing Company. Smith is bright, ambitious and a hard worker. For several years he is pushed steadily forward until we find him a branch manager at the age of thirty-two at a salary of $7,500. About this time Smith thinks he has arrived. He joins the country club and takes up golf. His evenings are devoted to bridge or poker. He stops working overtime. He stops reading. During the years that he was climbing, Smith used to read a book a week. He had an idea file that was the envy of his associates. Now the business papers to which he was so devoted remain unopened on his desk.

"As a result Smith is not introducing any new wrinkles into his business. He is content to let well enough alone. Five years drift by and Smith has not made any progress. His salary is still $7,500. In the meantime several of his associates have been forging ahead. All of them are making more than he is. Smith gets sore and while in a temper strikes the Old Man for a raise. He wonders why he is not getting as much as Wilson or Gibbs or Rowe or Drake or Murnane or any of the others that have ridden past him. If he cannot get as much as they, he is going to quit and go with some concern that appreciates a good executive. The Old Man hails the opportunity. He had been wondering for a year how he was going to get rid of Smith.

"So our hero resigns. He thinks he will have no trouble in finding a better position. After a futile search of several weeks, he registers with us. He tells us that he will not consider anything under $10,000. When we find that his former salary was only $7,500, we are obliged to inform him that we will not be able to place him at more than $4,000 or $5,000. He may get mad and walk out. But after he has been out of work for several months, he usually comes back and is glad to accept the $5,000 job or whatever we are able to find for him.

SMITH'S ONLY CHANCE

"We always have among our registrations hundreds of applicants whose experience approximates that of Smith. Whether Smith ever gets back to where he was or beyond it depends entirely on himself. If he adopts his former studying, reading and working habits and consistently follows a program of self-development, the chances are that there will be no limit to his advancement."

A pause in the conversation at this point gave me a chance to ask my informant why it was that he had to demote Smith to $4,000 or $5,000. Why couldn't he start him out at the salary he had been getting?

"Because an employee has both a service value and a market value," he replied. "When Smith left the company he had been with for fifteen years he lost his service value. In the case of a $7,500 job that service value was probably as much as $3,500. His employers had been willing to pay him that much more than the market quotation for his kind of a job simply because he knew their business and was worth that much more to them than an inexperienced man. But after he left the employ of the company the only way he could cash in on his service value would be by going with some concern in a similar business. Smith's reputation, however, was such that competing concerns did not want him. Had he continued to develop himself up to the time he left the Bigge outfit, he perhaps could have gone with a competitor at a substantial advance."



A New Optional Boston Newspaper Combination

Boston Evening American for 22 years largest evening circulation in Boston, and Boston *Daily* Advertiser second largest morning circulation, now sold in *optional* combination

Boston Evening American
Boston Daily Advertiser

Rodney E. Boone
9 East 40th St.
New York City

H. A. Koeler
Hearst Bldg.
Chicago, Ill.

S. B. Chittenden
5 Winthrop Sq.
Boston, Mass.

Louis C. Boone
Book Tower Bldg.
Detroit, Michigan

Watch for April A.B.C. Statement

The Black List of Distribution

Some Manufacturers, Distributors, Salesmen and Consumers Who Are Responsible for the High Cost of Selling

By Emil Hofsoos

Director of Research, Mac Manus, Incorporated

I ACCUSE the following of contributing very largely to the present high cost of distribution. Others contribute also, but these are, perhaps, the principal offenders.

The Manufacturer:

1. Who doesn't know his market.
2. Who doesn't fit his product to his market.
3. Who hasn't learned that facts are better than hunches.
4. Who can't afford to advertise.
5. Who doesn't study fundamental business conditions.
6. Who doesn't know elementary economics.
7. Who doesn't know his costs.
8. Who doesn't set salesmen's territories scientifically.
9. Who is not able to keep down turnover of his sales force.
10. Who doesn't have adequate control of his distribution.

The Salesman:

1. Who doesn't know his product.
2. Who doesn't know and study his customers' business.
3. Who pads his expense account.
4. Who begins his day at ten and quits at four.
5. Who doesn't study his firm's advertising.
6. Who thinks he is too big to make adequate reports.
7. Who thinks the credit manager is trying to queer his act.
8. Who thinks more about being a good fellow than about selling his merchandise.

The Dealer:

1. Who is not adequately financed.
2. Who doesn't know his cost of doing business.
3. Who doesn't keep his credit good.
4. Who doesn't believe in advertising.
5. Who doesn't keep an attractive place of business.
6. Who never uses manufacturers' selling helps.
7. Who changes his window displays every third month.
8. Who thinks more of a long profit than of salability and turnover.
9. Who makes salesmen wait unreasonably.
10. Who speculates in merchandise.
11. Who doesn't know his merchandise and his market.
12. Who doesn't take his discounts.

The Retail Salesperson:

1. Who doesn't know his merchandise.
2. Who is discourteous.
3. Who doesn't read and study his store's advertising.
4. Who doesn't study his firm's business.
5. Who is satisfied to just hold his job.

The Ultimate Consumer:

1. Who is slow pay or who doesn't pay at all.
2. Who demands delivery of a spool of thread.
3. Who buys and then changes her mind and returns the merchandise—all at the expense of the store.
4. Who demands increasingly varied and costly forms of store service.
5. Who is satisfied with inefficient service, unreasonable prices, and poor quality.

I move we blacklist them until they mend their ways.

Death of Albert Cohn

Albert Cohn, a member of the contract department of Artemas Ward, Inc., New York, died recently at that city. Mr. Cohn, who was thirty-six years of age, had been associated with Artemas Ward, Inc., for more than twenty years.



Prestige of the Washington Star Is Recognized at Home

An analysis of the advertising figures for 1925—show how Washington Merchants value Star Advertising.

The Department Stores, for instance, used The Star last year to the extent of 6,791,529 lines, or a total of 2,552,965 lines MORE than all the other papers here combined—and 4,919,846 lines more than the second paper.

After all, isn't the real test of pulling power best expressed by the use local business makes of its local newspapers? The preference is overwhelmingly for The Star in Washington.

Washington is the most economical city to cover completely—because you can do it all with one paper—The Star.

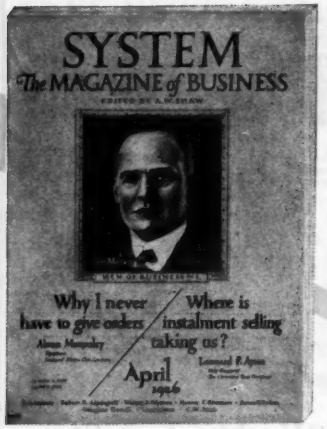
The Evening Star.

WITH SUNDAY MORNING EDITION

WASHINGTON, D. C.

NEW YORK OFFICE
Dan. A. Carroll
110 E. 42nd Street

CHICAGO OFFICE
J. E. Lutz
Tower Building



SYSTEM *i*

In MADISON, *for Example—*

To advertisers seeking the straightest path to the business man's desk the following analysis of SYSTEM'S circulation in Madison is extremely significant. SYSTEM, with the largest $4 monthly circulation in the world, shows 83.6% of its Madison circulation concentrated among business executives.

Proprietary	
Owners	45
Partners	10
Corporate Officials	
Chairmen of Boards	2
Presidents	61
Vice-Presidents	11
Treasurers	17
Secretaries of Corporations	25
Cashiers of Banks	12
Operative Executives	
General Managers	65
Superintendents and Foremen	11
Purchasing	1
Financial	5
Comptrolling, Auditing and Accountancy Executives	16
Sales Executives	6
	287--83.6%
Operating, Professional and Miscellaneous	
Selling	30
Professional	7
Miscellaneous	19
	343 -- 100%

M *in* MADISON

Here is an interesting illustration of how SYSTEM, The Magazine of Business, is read by business executives—by executives who must be "sold" before they will approve purchases.

And SYSTEM'S circulation in Madison is not unusual. It is typical of the circulation in cities and towns in which your products can be marketed profitably. For where you find business there you will find this same fine executive reader interest in SYSTEM, The Magazine of Business.

Of unusual interest to all men engaged in marketing is the information on the opposite page.



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The MAGAZINE *of* BUSINESS

AN INVESTMENT WEEKLY FOR BUSINESS MEN

THE FINANCIAL WORLD is strictly an investment publication read by business men seeking information in their personal investment problems—information and advice on buying and selling of legitimate and conservative investments. However, it offers to manufacturers of industrial equipment and those manufacturing high class products of a more general nature, a field of tremendous buying power.

Men who read The Financial World buy fine pleasure cars or influence the buying of a fleet of motor trucks. They okay the purchase of office and plant equipment and labor saving devices.

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The FINANCIAL WORLD

America's Investment Weekly

53 PARK PLACE, NEW YORK CITY

Established 1902 Member A. B. C.

"A Complete Investment Service for Ten Dollars"

This Farm "Relief" Business

Some Thoughts on Agricultural Affairs, with a Merchandising Slant, Picked Up in the Northwest

By G. A. Nichols

A MINNESOTA farmer was the proud owner of a cow with aristocratic lineage that had more than local fame as a producer—and giver—of an extraordinary quantity of milk.

"I guess I'll have to sell her," the farmer remarked one day to his friend Curtis D. Mosher, assistant Federal Reserve agent at the Federal Reserve Bank of Minneapolis. "Brown has been pestering me for a long time to sell and now offers me $3,000."

The sale was made, but in a little while Brown was not nearly so pleased over his purchase as he was at the start. The cow was less liberal in her contributions of milk and the quality was poorer, being not so rich in butter fats. Soon the animal became just a cow, in Brown's estimation, instead of a prized and profitable possession that could trace back its ancestry for several generations without finding anything to be ashamed of.

This is not a parable, but is an actual occurrence that came to the attention of Mr. Mosher early last fall.

"Brown failed with the cow," he tells PRINTERS' INK, "because he did not know how to handle her. He put her in a poorly ventilated barn, gave her the wrong kind of feed and did not milk her regularly. It was the same cow in each instance but the farmers were different, the first owner being a good farmer and Brown a poor one."

Right here is to be found the root reason why various political expedients designed to "relieve" the farmer do not hit the mark. "The farmer" is referred to collectively as a distinct stratum of society with interests the same and problems identical. Farm authorities point out that there are almost as many different kinds of farmers as there are States in the Union. The wheat farmer of North Dakota has not a great deal in common with the cotton grower of Texas or even with the dairy farmer of Minnesota or Wisconsin. The tariff on flax is welcomed by a limited number of farmers in the Northwest as adding largely to their wealth. But the other farmers oppose it because it makes oil meal cost more, and so on.

Instances might be multiplied to show the wide diversity of interest among farmers and variations in their capabilities as producers and merchandisers.

FINDING OUT WHAT FARMERS ARE THINKING

This writer went up into the Northwest to see if he could find out what the farmers are thinking and talking about; what they are buying and why; how they look upon proposed measures for the promotion of their prosperity, and whether, in a word, they feel they have a fair chance in the present scheme of things.

He came away with three fairly definite ideas, which are set down here as the composite thought of many, the outcome of weighing and sifting a huge mass of material:

1. The farmer's salvation is a matter that can only be decided by individual effort and ability—much the same as that of the manufacturer, the retailer, the publisher, the advertising agent, the banker or any other business man who has a right to exist. He cannot be legislated into success.

2. The farmer, taking him by and large, is not keenly concerned about the political agitation in his behalf. This is admittedly a queer assertion to emanate from Magnus Johnson's State. But it is literally true. The politician does not know the farmer nearly so

well as he likes to think he does.

3. The manufacturer of trademarked goods, with a few notable exceptions, does not have anywhere near a correct estimate of the farm market and the farmer's ability to buy and to pay. He, like the politician, looks upon "the farmer" as a class rather than as an individual. This betrays him into the costly mistake of inconsistent advertising effort and a wholly insufficient estimate of the kind of merchandise farmers want. The manufacturers hear agitation, take it at face value, and then consider that the bottom has dropped out, whereas after all things are in pretty good shape.

There has been a great deal of talk to the general effect that the way to solve the farm problem is to let the natural law of economics work. The bankers and other business interests of the Northwest, including the farmers themselves, cordially agree with this. But the trouble is there has been forced upon the farmer a condition that in itself is the exact opposite of economic development.

Were it not for the present high tariff and restricted immigration, economic law *would* adjust the farmer's difficulties within a reasonable time. But these impose artificial restrictions on the production end.

On the other hand, when it comes to the selling of his goods, natural economic considerations prevail. The prices he gets are governed by the law of supply and demand, with some few exceptions such as the tariff on flax which benefits strictly limited districts.

Here is where the political friends of the farmer, and not without a show of reason, come forward with the suggestion that inasmuch as the farmer is subjected to artificial price considerations in buying goods and hiring help there should also be a little artificiality applied to the selling of his products. In other words, let us pass the special privilege proposition on a little farther and make it unanimous. Hence we have such suggestions as price-fixing, Government control of farm surplus and Governmental agencies to transfer that surplus abroad.

But the point is, *can* such measures be made effective?

Bankers and other business leaders of the Northwest say they cannot. Newspaper publishers also say they cannot and their view is endorsed by farm paper publishers such as H. C. Klein. The farmers themselves are not considering the question from its economic aspects. They are worrying very little and talking about it less. The writer would have derided such a statement before his visit to the Northwest but now he knows it is true and makes it advisedly.

The prevailing view in Minnesota and the two Dakotas seems to be that those who are advocating farm relief measures designed to handle surplus production apparently think that the question of farm surplus is related primarily to consumption. Approach the thing practically instead of emotionally, however, and it will be seen readily that production, and not consumption, is the force to be considered.

THE SITUATION IN CORN

Take, for illustration, the corn situation. In 1924, corn prices were so high that the farmers decided it would be more profitable to sell their corn than feed it to their hogs. They did this and the result was that they depleted their hog droves also. The price of pork went down.

In 1925, the inevitable happened. Corn went down in price because, among other things, there were not hogs enough to eat it. Then pork went up in price and is abnormally high now, as can be seen in Chicago packing house reports. Farmers are frantically trying to get feeder hogs to fatten with their surplus corn.

Suppose that the Government right now could put into effect some measure that would push up the price of corn artificially, that would create a ready market for it at a price allowing the farmer a real profit. This year we would see a great increase in corn acreage. And, if Nature were kind, the country's supply of corn

. . . Every day or so a job drops out of the clouds to Bundscho's. The air mail has made our kind of typography quickly available to both seaboards.



J. M. BUNDSCHO, INC.

Advertising Typographers

58 E. WASHINGTON 10 E. PEARSON
CHICAGO

HERE TYPE CAN SERVE YOU

next fall would be much larger than now. This would be the human thing to do. Human nature, with its desire to get rich as fast as possible, is an element that has to be considered when production and marketing are not allowed to take their natural course.

The only remedy in such a case, and an obviously impossible one, would be for the Government to budgetize farms and prescribe just how many acres of this or that shall be planted and how many animals shall be fed.

Production absolutely has to be adjusted to consumption. About the only way the Government can aid in this is to do what it is doing now, namely; collect dependable information and pass it along to producers. But the producers themselves, individually, will have to carry through on the physical process of adjustment.

What then is the remedy and what is the farmer of the Northwest doing to find and apply it?

He is realizing, as stated by Mr. Mosher and others, that he must produce what the world is willing to buy—also that by diversifying his crops he can have a greater assortment of merchandise to sell to his customers. He is fast coming to recognize that all this is something that each farmer has got to work out mainly for himself.

The tendency in this direction can be seen in the decrease in individual farm acreage, particularly in Southern Minnesota and Eastern South Dakota, where the farms are being broken up into smaller units. There evidently has been a more careful selection of farm land. The acreage of all land in farms during 1925 in the States of Minnesota, North Dakota, South Dakota and Montana was 5 per cent smaller than in 1920.

Another significant indication is that during these five years wheat production has decreased to where it now represents about 37 per cent of the total farm output for that section as against about 57 per cent five years ago. The expansion has been largely in corn and feed crops and this in turn is the result of a remarkable development in dairying. In Steele County, Minnesota, the creameries during 1925 paid the farmers in round figures $2,500,000 for milk.

DIVERSIFICATION IS GROWING

The merchandising principle that many lines will pay the producer and the seller more profit than a few lines works just as effectually on the farm as it does in the retail store. The department store has a multitude of offerings because its customers will buy them. Why then run a one-line store? The farmer is seeing that he cannot work along successfully, in the light of modern conditions, if he runs what might be termed a one-line farm.

What application has the foregoing to the problems of the advertiser?

The average farm in Minnesota is worth about $26,000. In almost any kind of year the owner can net $700 or $800 from such a farm *in addition* to his living. Many Minnesota farmers bought their land at from $10 to $25 an acre and it is now worth $150 an acre. Even if these farmers have not made any actual money during the time the value has been increasing they have made their living. They cannot help therefore getting rich.

The wealth that the farmer piles up in the increased value of his land is not spent the way the city laborer or the professional worker spends his money. The farmer has to make his living off of his land. It is more than his home; it is his business. Land has been inflated in value, of course, and this has caused most of the trouble that descended upon the Northwest and other farm sections. But land values, fortunately, are getting back to normal.

Many advertisers have not made good in the agricultural field because they have failed to realize that the *potential* market is the thing they are after or should be after. The relatively few that have taken the trouble to acquaint

"Satisfied with the Returns"

Chicago, Illinois
January 15th, 1926.

The Christian Science Monitor,
Boston, Massachusetts.
Gentlemen:—

The fact that we are continuing our advertising for Monarch Cocoa in The Christian Science Monitor through 1926 indicates that we are satisfied with the returns from our 1925 advertising.

We believe the Monitor has a list of subscribers who have unusual confidence in your paper's advertising columns, a confidence that is deserved because of your conscientious censorship of all advertisements.

Yours very truly,
REID, MURDOCH & CO.
(Signed) H. W. ARMSTRONG,
President.

HWA:MVD

The Christian Science Monitor

An International Daily Newspaper Publishing SELECTED ADVERTISING

Advertising Offices in Boston, New York, Philadelphia, Chicago, Cleveland, Detroit, Kansas City, San Francisco, Los Angeles, Seattle, Portland, London, Paris, Florence

themselves with actual conditions, rather than pin their faith to theories and hearsay, have worked consistently and steadily to build up prestige for their goods. They have very properly seen the folly of believing that the farmer, even when things were the most unpromising, was on the rocks. How could he possibly be? Then they have gone ahead with consistent advertising programs, with the potential market always in view, and today they have something worth talking about.

Trade-marked merchandise, properly advertised, now has a peculiar advantage in the country trade that some manufacturers seem to be missing entirely.

The country dealer has waked up at last to the fact that the mail-order houses can lick him to death on unbranded goods. On advertised lines, he knows he has more than an equal chance. It is easy to see why country people have not known more about trade-marked goods. The reason is that the goods have not been advertised to them adequately. It is the small-town market and not the farmer that keeps the mail-order houses going.

The farmer is harder to sell than some but when he does get sold on an advertised item he stays by it. He is not fickle. This is why, when a rural demand has been established for an item, the market is steady and dependable.

John S. Thul, who operates a general store in Rosemount, Minn., says that he found it so difficult to sell work clothing other than that bearing well-known names that he now confines himself strictly to advertised items. He pointed out numerous other lines in his store, including food products, where the same condition now prevails.

A farmer's wife went into a St. Paul department store taking with her an advertisement of Black Cat hose. She could not speak English well enough to say the name. But she got the hose she wanted.

Sometimes examples of farm demand for merchandise spring up that are altogether surprising.

A St. Paul publisher tells PRINTERS' INK about a trip of inspection he made over his farm one morning. He noticed that some presuming person, with vandal tendencies, had dumped a lot of cans on the edge of his lake. On examining the cans he was amazed to see that they had contained Carnation milk.

Canned milk in a dairy country! Yet there was the big pile of cans —200 or more.

G. B. Bennett, vice-president of the National Farmers' Bank, of Owatonna, Minn., says that leading retailers in his town have told him that they are agreeably surprised at the way farm people respond to advertising effort. He believes that trade-marked goods now have their greatest opportunity in the rural market.

Incidentally, Mr. Bennett gave some interesting figures as to the buying power of farmers in that section. During the thirty days previous to the time the PRINTERS' INK representative called on him, he had sold four farms in one township. One of 120 acres had been sold to a renter for cash at $125 an acre. Another farm of 420 acres had been sold to a renter at $138 an acre. Two others of 160 acres each had been sold at $150 an acre to renters.

Just that morning Mr. Bennett had received the last payment on a small farm which he had sold three years ago to a foreign-born couple for $6,000. The cash payment had been only $500 and the industrious aliens who speak little English had made the difference in the three years.

"How did you do it?" he asked the wife, who apparently was man of the house.

"Well," she explained (this is the English version, of course), "I made $100 a month out of my chickens and milk, and papa worked for a neighbor. We made our living off the farm and saved all our money."

This is one of the things that makes the farm market so stable and something to be so greatly desired.

100% Coverage Of Kings Of The English-Speaking World

I was shown up to the King's study, where we had nearly an hour's talk. . . . I asked if he had seen the "John Bull" number of LIFE. He surprised me by saying that he had taken LIFE for twenty-five years and read it with much pleasure. He was delighted to hear something of its editor, Edward S. Martin.

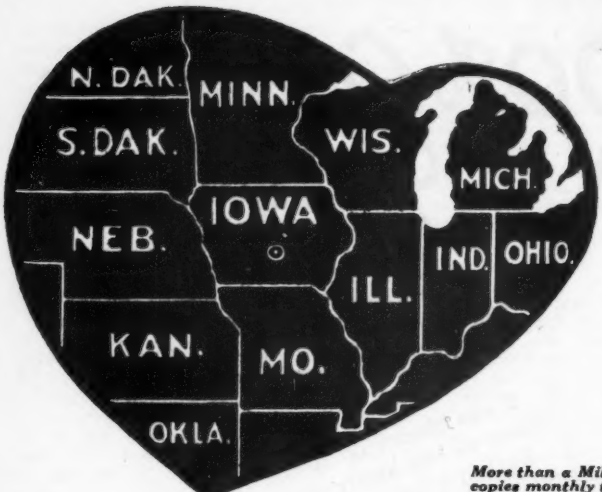
From the Intimate Papers of Col. House, in the "New York Herald Tribune," March 2, 1926.

Life

CLAIR MAXWELL, Advertising Manager
598 Madison Avenue, New York City

Boston Office:
127 Federal Street

Chicago Office:
360 N. Michigan Avenue



More than a Million copies monthly to real farmers' homes in real farm territory.

Successful Farming has always appealed to the farm family as a unit. If you would sell the farmer—sell his family. Advertisers who recognize the importance of this principle understand why Successful Farming has been the backbone of most successful advertising campaigns in the farm field for more than 22 years.

MEREDITH PUBLISHING COMPANY

SUCCESSFUL FARMING—THE DAIRY FARMER
BETTER HOMES AND GARDENS

F. O. BOHEN, *Advertising Director*

E. T. MEREDITH, *Publisher*, Des Moines, Iowa

SUCCESSFUL

Chicago Office: 123 W. Madison St.

New York Office: 270 Madison Ave.

St. Louis Office: Syndicate Trust Bldg.

Farm Women Read It From Cover to Cover

The farmer's wife is an interested and active partner with her husband in the business of farm management. She is vitally concerned with the every-day farm problems of production, distribution and marketing.

To prove this point, we conducted an investigation to find the extent to which farm women read Successful Farming. The results:

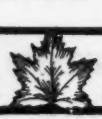
96% read the Editorial Pages
81% read the articles on Politics and National Problems
94% read about Livestock
87% read the Farm Bureau and Community Articles
88% read our Travel Stories
94% read the Junior Department
97% read our page on Answers to Subscribers' Questions
91% read our Bulletin Page of Subscribers' Comments
99% read the articles on Dairy and Poultry
97% read the articles on Fruit and Garden
100% read the Home Department

"There's a difference in farm papers"

L FARMING

nsas City Office: and Bank Bldg. | Minneapolis Office: Palace Bldg. | Western Office: Sharon Bldg., San Francisco

Nova Scotia
New Brunswick



Quebec Ontario
Prince Edward Is.

While we want you to remember that Canada is a first rate farmer—a fisherman, a lumberman, and a miner of increasing importance, please note that in 1925

CANADA STOOD SECOND AMONG THE NATIONS AS AN EXPORTER OF MOTOR CARS

The Daily Newspapers of Canada

Your agency will give you facts and figures

Pacific Market

	Population	Newspaper
Vancouver	175,000	Province
Victoria	60,000	Colonist

Prairie Market

	Population	Newspaper
Winnipeg	280,000	Free Press
Winnipeg	280,000	Tribune
Edmonton	70,000	Journal
Lethbridge	15,000	Herald
Calgary	75,000	Herald
Regina	35,000	Leader & Post
Saskatoon	31,000	Phoenix & Star
Moose Jaw	20,000	Times & Herald

Maritime Market

	Population	Newspaper
Halifax	75,000	Herald & Mail

Ontario Market

	Population	Newspaper
Toronto	650,000	Globe
Toronto	650,000	Telegram
Hamilton	121,000	Spectator
London	70,000	Advertiser
London	70,000	Free Press
Kingston	25,000	Whig
Kitchener	30,000	Record
Peterboro	25,000	Examiner
Brockville	12,000	Recorder-Times

Quebec Market

	Population	Newspaper
Montreal	839,000	Gazette
Quebec	117,500	Le Soleil (French)
Sherbrooke	25,000	La Tribune (French)

Manitoba
Saskatchewan



Alberta
British Columbia

Prepared by SMITH, DENNE & MOORE, LIMITED, General Advertising Agents, Toronto, Can.

To What Extent Can a Letter Be Freakish?

The Desire for "Difference" Easily Degenerates into Grotesqueness, but Individuality Is Welcomed

By John K. Hildebrand

I HAVE just seen a sales letter which to my mind touches bottom in futility and freakishness. Every other word is printed in red. The alternate words are in the usual black. This specimen of originality is not only repellent to the eye, but the constant alternation from black to red makes the letter exceedingly difficult to read, and the entire composition looks more like a schoolboy's lark than a business communication. No matter what its contents, it is impossible for such a letter to be taken seriously.

It seems to be the final step in a degenerate trend which I noticed recently in the case of another letter, in which the alternate paragraphs, each consisting of one line of type, were printed in red and black.

How did such letters ever originate? I suspect that somewhere, somehow, the authors and composers of these letters had read or been told that to secure attention the use of a second color in the body of a letter is possible and sometimes advisable, and that the most attractive second color is red.

They therefore reasoned that if a little red enhances the pulling power of a letter, large splashes of it ought to enhance it even more; and finally that if a letter consisting of, say, 300 words, printed in the usual black, produces a certain effect, to put every other word in red ought to multiply its power 150 times. And so a letter of the ordinary type which might bring in $1,000 worth of business, could by this simple means be made to produce $150,000 worth.

Fortunately, such freakishness is not common, but the fact that it exists at all indicates that certain composers of circular letters have a rather wild idea as to what originality consists of.

Most letters are monotonously alike in size of sheet, color of paper, width of lines, spacing of paragraphs, margin of white, and general appearance. It is therefore a wise idea, in order to get the special attention of a prospect who perhaps receives a big sheaf of letters daily, to give him something different from that to which he is accustomed. Here is where the trouble begins. In what cases is oddity justified and what forms shall this oddity take?

Sometimes the most trifling variation from the usual thing will produce surprising results. An insurance firm, for example, recently found that a letter designed to draw replies from interested prospects pulled much better when written on a steel-blue paper of note size than the ordinary 8 x 11 white bond, and despite the fact that the note paper carried less than half the number of words contained in the other.

THIS IDEA WORKED WELL

Not long ago a chocolate manufacturer, in a desire to stimulate more interest among the mothers of school children, sent out 5,000 letters in a certain territory, using his customary letterhead. The response was disappointing. He then got up a new letterhead and had it printed in a rich brown ink on a cream paper. He got his printer to have mixed for him an ink matching the shade of his brand of chocolate. The result was so much better that this manufacturer now has all his business stationery printed with a brown ink of the same shade. The wonder is that he didn't do it long before. If I were in his place, I would go even farther and have a chocolate edging put on all my paper, for the public is unconsciously influenced by novel and harmonious colorings

which readily suggest the product.

The value of red as a contrast to black lettering in sales literature is of course appreciated, but in nearly all cases the red is overdone. If there is too much of it, its purpose is defeated. The red will do better work if it is restricted to a very small but important spot. The sky on a clear night is full of twinkling lights, but notice how quickly the red light from a balloon or airplane attracts attention.

The best method to follow is that of the ancient manuscript illuminators. The masters of the craft rubricated—that is, made red—only the initial letter of a manuscript. They knew enough to leave the balance alone. A single spot of red, or other second color, is usually ample to do the trick. A piece of sales "literature" lit up like a factory at night defeats its own purpose, for it scatters attention, even when it does not annoy the recipient.

Where the use of color is not possible in a letter, all the needed effect of "difference" may be obtained by simple typing devices and paragraphic arrangement. It is always easy to emphasize an important paragraph by indenting it either at one or both ends. The typist has merely to increase the margin of space at the side by a half inch or so. Thus, where the type line is ordinarily five inches long, important matter can be put into a paragraph four inches long, centred under the preceding paragraph. Indentation is just as easy to do as capitals or underscoring, and gives the letter a much neater appearance.

Another legitimate device is to have the paragraphs typed in "echelon," that is, arranged like the steps of a ladder. If we imagine each bold line here to represent a paragraph, the effect will be something like this:

.....
.....
.....
.....

Pyramid and reversed pyramid effects are also easily made. In fact, all kinds of architectural designs are possible, if each typed paragraph be regarded as a block of stone.

It is well, however, in contriving such stunts, never to transgress the boundaries of good taste. Cleverness is legitimate and attractive, but freakishness for its own sake is apt to affront the recipient. It is well, too, when unusual devices are employed in a letter, to make the language clean and clear, for a stunt letter inevitably makes all errors of grammar and construction stand out like a Roman nose. A little humor is always appropriate under such circumstances, but mere facetiousness will not register.

The cloth, of course, must be made to fit the garment. Typographical or paragraphic tricks are out of place in a letter which may have to be read before a dignified board of directors, and humor should rarely be employed by the sales correspondent of a manufacturer of hospital supplies. A letter to a list of familiar dealers can take on a tone not possible in a communication to a new and untried public. But that letter which contains an individual and human touch is welcome under virtually all circumstances.

G. B. Everett, General Manager, Montgomery Ward

George B. Everett, vice-president in charge of operations of Montgomery Ward & Company, Chicago, has been made vice-president and general manager. Roscoe J. Raney, vice-president in charge of sales and advertising, has been elected vice-president in charge of merchandising, succeeding J. D. Chambers, resigned. George E. Crandall, vice-president in charge of catalogue production, in addition, has been given charge of sales and advertising.

Belding Brothers Sales Gain

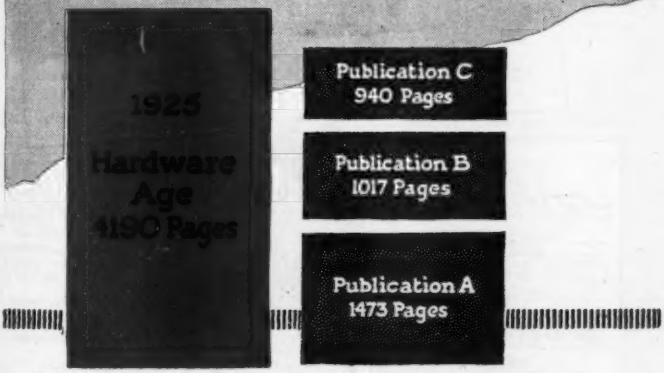
There was a 12 per cent gain in the sales of Belding Brothers & Company, New York, Belding sewing silk, now the Belding-Hemingway Company, in 1925. Net profits for the year amounted to $1,394,362 after charges.

J. Frank Dean of St. Paul Dead

J. Frank Dean, founder and president of the Northwestern Advertising Agency, St. Paul, Minn., died at that city last week at the age of fifty-eight.

Faith Voiced with Dollars as Ballots

Advertisers Invest more money in Hardware Age than in the next three national hardware papers *combined*



During 1925, Hardware Age published 4,190 advertising pages. The next three hardware papers combined published 3,430 pages. Hardware Age exceeded the three papers combined by 760 pages.

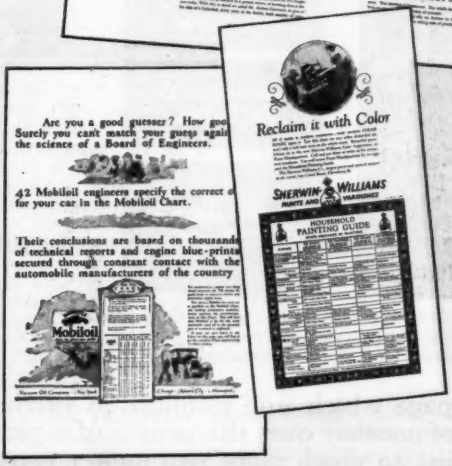
EVERY paid page which one publication carries in excess of another over the course of a year represents just *so much more real money* voted to the most influential paper—faith voiced with dollars as ballots.

HARDWARE AGE

239 West 39th Street New York City

Advertisers with





Vacuum Oil Company
Gargoyle Mobiloil
Gargoyle Lubricating Oils for Plant Machinery
Gargoyle Marine Oils

Walter M. Lowney Co.
Lowney's Chocolates

Procter & Gamble
Crisco
Ivory Soap
Ivory Soap Flakes
Chipso
P & G—The White Naphtha Soap

Lehigh Portland Cement Co.

Waitt & Bond, Inc.
Blackstone Cigars

THE BLACKMAN

120 West 42nd Street,

whom we work





Towle Manufacturing Company
Sterling Silverware

Sherwin-Williams Co.
Sherwin-Williams Paints, Varnishes, Stains, Lacquers, Enamels, Insecticides

The National City Co.
Investment Securities

The Packer Mfg. Co., Inc.
Packer's Tar Soap
Packer's Liquid Shampoo
Packer's Charm

Seaboard National Bank

The Stanley Works
Tools—Hardware

COMPANY—*Advertising*

New York

MAGAZINE
NEWSPAPER
OUTDOOR
STREET CAR

"Left! Left!—Down!—Left again! Now down!—Hold it!"

They are moving the center of population of these United States west and south with every new count.

The steady, exhilarating growth of such communities as the Dallas Market—Prosperity Zone—is changing many a merchandiser's map and rendering even last year's sales charts obsolete.

* * * *

Markets, like men, grow old. Tastes grow set. Enthusiasm gives way to prejudice.

Resistance to sales and advertising grows deep-rooted.

There's verve and spice for every marketeer in a young, receptive market like Prosperity Zone.

Old sales curves keep swinging higher; new ones find cordial encouragement; each new year means new achievement.

The graveyard keeper is not much of a personage here.

If there is such a thing in Dallas as a bulwark of precedence it's The Dallas News. A sort of Gibraltar of the Plains, this paper.

But even The News—Texas' oldest business institution—gets a big wallop out of the annual hanging up of new advertising and circulation records.

Ten, twenty—even forty years ago The News was the strongest ally a field manager in the Dallas market could enlist.

Today in the new Dallas its position is unchanged. Its field has seen immense development, but its own growth of influence and power have kept pace.

The News is today the greatest newspaper Dallas has ever known.



Dallas is the door to Texas
The News is the key to Dallas

The Dallas Morning News

Why Stick to Old Background Effects?

Break a Few Conventions and Secure the Benefits of Originality

By A. L. Townsend

TO what extent are advertisers and the artist privileged to create new and even revolutionary background atmosphere for the showing of the product? Is it true that, very largely, this background material has grown tiresome and obsolete, through constant repetition?

Must an ice chest always be pictured in the kitchen? Is it compulsory to place an automobile invariably on the road or in a showroom? Should the artist ever depart from that pictorial precedent which says that a rug shall be spread on a floor in a room, because that is where the public naturally expects to see the product?

There have been hidebound conventions in this regard. The radicals, however, are saying that something different should be done and are backing up this belief by actually doing it.

An advertisement for refrigerators pictured the chest standing on a tropic shore in the South Sea Islands. There was a vista of sun-swept ocean, coral reefs, waving palm trees and the little thatched huts of natives. Surely no one would expect to find this product on a sandy beach in this locality.

The copy writer made it possible for an illustration of this character to be employed, after the advertiser himself had grown weary of the utter sameness of his drawings. There had been kitchen scenes of every possible variety for seven years and he felt that something entirely new should be provided.

Tests made by the advertising department proved that this refrigerator demanded no coddling. So scientifically had it been constructed that it could be removed from a kitchen and placed out under the blazing sun, with hardly any loss of efficiency.

Everyone is perfectly familiar with the marked similarity of automobile illustrations. Their backgrounds are of a common pattern, and traditionally so, for years and years. It was a frank desire to get away from this



THIS ADVERTISEMENT SECURES UNUSUAL ATTENTION VALUE BY MEANS OF THE NOVEL PLACING OF THE CAR

monotony that prompted one campaign to go in for futuristic backdrops. The latest pictorial innovation that we have seen is being tried for the Flint automobile.

The artist pictures a beautiful drawing-room, ablaze with light and peopled by the socially prominent. All of the appointments of an aristocratic meeting place are suggested. In the centre of the room stands a Flint car. It is in proportion and stands at ease, as a gorgeously gowned lady alights. Unusual, you will say. Nothing quite like it has ever been seen before. A car in a drawing room! The very idea! Who ever heard of such a thing? The advertiser has most emphatically registered something new in environment for his product.

But it is not as far-fetched, perhaps, as our first glance might suggest. There is a selling argument back of the picture. "At home in any company," the headline reads, and well-conceived copy goes on to intimate that because of its mechanical pedigree, and its aristocratic finish and design, the Flint is accepted by the most fastidious. Wherever it might find itself, this automobile is very much "at home." Again, the basic idea of the copy excuses a strikingly unusual illustration. It has been used to visualize an argument.

A companion illustration for the same car is equally novel. This time, the Flint is shown, giant size, in the open ring at the horse show. All of the familiar details are pictured by the artist, from the replica of the club house in the rear, to the banked-up masses of spectators and the judges and their blue ribbons and silver cups.

Here, indeed is a new environment for the illustration of a motor car. But how can the advertiser justify a departure so radical? Easily enough. It is pointed out that motor cars are "judged on points" just as are horses, and that the Flint is only too pleased to be judged in this manner.



A good appearance *is the* Marseillaise of Ambition

—it sends a man marching on!

WHEN a man is low in his heart with faltering faith in himself and a shyness that subdues both his manner and his deed—

let him go to a good shop and array himself irreproachably!

So said Emerson.

And such is the tonic of fine tailoring to both inner and outer man.

For taking on a good appearance is a spiritual as well as a physical exaltation. *Looking fit* and *feeling fit* are closely akin. A vogue-ful coat brings with it a valorous spirit . . . the morale of the wearer responding to his mode.

Carlyle speaks of the heavenly laborer who at the day's end, stepped forth in a new suit of clothes, a chevalrous cavalier! Refined in behavior, with his vulgarity left behind in his ironmills.

The cleanliness next to righteousness is as fully the product of cloth and craftsmanship as of soap and water!

* * * *

Some day, your father may tell you how a certain famous letter "K" in his inner coat pocket, provided the shield and buckler that girded him for his first business opportunity

It put confidence in his heart . . . the confidence born of good appearance. And so helped him land his first job

And to myriads of other get-ahead Americans, these past 50 years, Kuppenheimer clothes have been an entering wedge to the stronghelds of success

Some day, when appearances are to be weighed, for or against you, you, too, may find this distinguished "K", worn in your coat pocket, a very acceptable letter of credit.

KUPPENHEIMER GOOD *CLOTHES

An Investment in Good Appearance

COMBINING A DRAMATIC EVENT WITH AN ORDINARY HAPPENING GIVES THIS KUPPENHEIMER ADVERTISEMENT A UNIQUE APPEARANCE

The Maxwell House coffee series is a bold and successful attempt to get away from breakfast table scenes which have been so numerous, and to superimpose the product against a novel, stirring and thoroughly artistic background. Thus, the advertiser presents welcome human-interest episodes in the history of a famous old hotel.

An automatic drill would supposedly be pictured in action under quite conventional circumstances; a workman using the drill. That

has been the customary practice. It would not be difficult to locate hundreds of pictures of this character, but a campaign for Black & Decker avoids the obvious with a series of truly remarkable illustrations in no wise connected with the old regime.

There was, for example, the stirring study adapted from the motion picture version of "The Phantom of the Opera," with its ghostly figure and its mad crowds looking upward to the great, decorative candelabra of the ceiling, ready to fall upon their heads. Could any illustrative theme be further from the product, apparently? Yet the tie-up is satisfactorily complete. A Black & Decker drill was used in the manufacture of that important piece of ceiling ornament around which the big thrill of the motion picture revolves.

We find, in another page in colors, the drill contrasted with a really stirring vista of an aviation field, above which a great mail-carrying airplane rises with a whirr of propeller blades. The copy proceeds to state that a Black & Decker drill is part of the standard equipment of the air mail hangar at Woodward Field, near Salt Lake City. The illustration has everything to do with the story and supplies something stirringly new in atmosphere for a product of this character.

Think back over the advertising illustrations used for many years for tailor-made clothing. Can you recall one which pictured a well-dressed young man, head in air, shoulders thrown back, backed up by a dramatic throng of French revolution characters, in costume? Such an apparently incongruous blend! Where is the connection? You realize that this is something entirely new for a product of this character.

The advertiser hastens to put the reader at ease, however. The artist knew what he was about. "A good appearance," states the headline "is the Marseillaise of Ambition." Ah, that is different! We begin to see the point.

What a pleasant surprise it was, recently, to see a color page for Eversharp pencils, the feature of which was, pictorially, troops of little silhouette wooden soldiers, in every color of the rainbow, marching across white space, their guns on their shoulders. Once again, the query was uppermost: "What is the connection? It is a new thought for a metal pencil but just how far-fetched is it, anyway?"

A single happy line of copy explains: "Great battles are first won on paper. Is your tomorrow's plan of action carefully thought out? Is every move on record?" The colorful little animated soldiers are "imagination teasers"; their mission is to supply a new art atmosphere, a something emphatically different as the illustrative background for the pencil. Moreover, an excellent selling idea is advanced.

It appears to be characteristic of the new spirit in advertising illustration, where unconventional background atmosphere is supplied, that an affiliation of artist and copy writer produces the desired results. The older scheme of first having the artist draw what appeared to be an affiliated illustration, around which the copy was written, seldom inspired the revolutionary type of picture. The artist, himself, would certainly not go that far.

DENTIFRICE COPY

For years most of the advertising illustrations for dentifrices have been all cut from the same bolt of cloth. Early this year, a campaign was started in behalf of Listerine tooth paste which left all the old studio trails far behind. Something new must be possible it was argued, and the text supplied it.

The entire series was based on the fact that a certain number of people are admittedly lazy in matters of personal hygiene. They appreciate the wisdom of doing certain things but never quite get around to a realization of them.

The copy of one spread illustrates the point and the reason for the remarkably fine character study of an indolent chap, on an

old box, whittling a stick, while a dog snoozes nearby. Surely here was a picture theme for a dentifrice which had never been seen before:

"Be honest for a change. Like most human beings, you probably tell white lies about some of the little things of life. You say you brush your teeth, for instance, three or two times a day, where once would be nearer the truth. Most of us are lazy in the same way and say the same thing. In fact there are still some people who lie about taking a cold bath every morning. Usually they don't and many days they miss the morning bath entirely. Isn't it true, though, that many of the little duties of life are more irksome than the bigger ones? Tooth brushing is a good example."

This is virtually taking the reader to task, but it is done in such a diplomatic and frank manner that there is little urge to take offense. By selecting this general theme, an entirely new pictorial panorama is supplied and a new background atmosphere secured for a product which is highly competitive and which stands in need of it.

Form "The Guild Group"

The Guild Group has been formed as an advertising unit by the following Philadelphia publications: *Laughter, Paris Nights* and *American Beauties*. Sam J. Perry, publishers' representative, is national advertising representative.

The page size of *American Beauties* was recently changed from seven by ten inches to five and one-half by eight inches.

R. C. Hill Joins National Electric Stores

Robert C. Hill, formerly sales manager of The Telegraph Press, Harrisburg, Pa., has been elected vice-president of the National Electric Stores, Inc., Newport, R. I., chain store operator, and a director and president of its subsidiaries.

Lithographers to Meet at White Sulphur

The twenty-first annual convention of the National Association of Employing Lithographers will be held at the Greenbrier Hotel, White Sulphur Springs, W. Va., on May 4, 5 and 6.

Industrial Advertiser Registers "Climax"

Application has been made with the Patent Office for trade-mark registration of "Climax," which, through advertising over a period of years, has identified the products of the Climax Engineering Company, Clinton, Iowa. "We have been advertising actively in the road builders' magazines for a number of years," G. S. Hamilton, advertising manager, informs PRINTERS' INK.

Discussing the company's advertising practices, Mr. Hamilton said: "Our Climax 'Trustworthy' engines are sold almost altogether to equipment manufacturers, such as manufacturers of cranes, gasoline locomotives, etc., who place our engine on their equipment. Our advertising, therefore, is somewhat of an indirect nature, inasmuch as our customers in the manufacturer's field are limited. Most of our advertising shows a halftone view of the machine of one of our users. In other words we feature our users and play up the satisfactory performance they are receiving with Climax-powered machines."

To Advertise Hair Pin for Bobbed Heads

A campaign is being conducted by L. F. Grammes & Sons, Inc., Allentown, Pa., to advertise a new product, Prim, a hair pin for bobbed heads. Newspapers, magazines and business papers will be used for this campaign, which is being directed by the Shankweiler Advertising Agency, Inc., Allentown.

Atlantic City "Times" to Appear Soon

The first issue of the Atlantic City, N. J., *Times*, which will absorb the *Ventnor News*, of that city, will appear on April 11. George F. Goldsmith, president and general manager of the new paper, was formerly with the Philadelphia *Ledger* for many years.

H. B. Thayer Appointed by Pabst Corporation

H. B. Thayer, formerly with the Welch Grape Juice Company, Westfield, N. Y., and the Passaic Metal Ware Company, has been appointed sales and advertising manager of the tonic division of the Pabst Corporation, Milwaukee.

Union Carbide Income Gains

The Union Carbide & Carbon Corporation, New York, reports a net income of $20,021,327, after charges, for the year ended December 31, 1925. This compares with $16,771,312 for the previous year.

Joins Picard-Sohn, Inc.

J. L. del Cardavre, formerly with the Brooklyn *Daily Eagle*, has joined the copy staff of Picard-Sohn, Inc., New York advertising agency.

In the Fifth Avenue Coaches You Can't Tell It to the Sweeneys

because they are not Fifth Avenue Coach riders, except in small numbers. Yet the cost of reaching the quality circulation of the Fifth Avenue coaches is only 20 cents a thousand, against the cost of reaching the Sweeneys through a small size newspaper page, $1.13 per thousand (on a contract for 5,000 lines) and this is probably the lowest cost per thousand of any newspaper in New York City.

The Sweeneys are described as *families* with incomes that run from $6,000 a year down.

Coach passengers are called "luxury riders" by the New York Times. Undoubtedly, on the average, coach passengers are members of families with incomes above the $6,000 a year mark and, again, they can be reached through a full-sized card in the Fifth Avenue coaches, printed in as many colors as you like, at the low cost of 20 cents per thousand.

A tabulation of the cost of reaching the readers of magazines, newspapers, theater programs, billboard advertisements, and advertisements in street cars and subways will be sent on request. It has convinced me that the Fifth Avenue Coach advertising space offers local and national advertisers a wonderful advertising buy. Why not send for it?

Do not forget that coach passengers are all out of their homes, riding to or from the center of buying activities of the country—the Fifth Avenue Shopping district—the right impression makes a sale immediately.

RATE CARD AND STATISTICS UPON REQUEST
Agency commission 13% Cash discount 3%

JOHN H. LIVINGSTON, JR.

Advertising Space in the Fifth Avenue Coaches

(The ten-cent fare coaches in which no standing is allowed)

425 FIFTH AVENUE, NEW YORK CITY

CALedonia 0260

Indicating A City's



Of these four stores the first is rated $500,000; the second $1,000,000 and over; the third $200,000; and the fourth is given no definite rating. *The first three stores subscribe to and read* FURNITURE RECORD.

For More Than 25 Years The Nat

Merchandising Importance!

ASK the local newspapers. They know what factors indicate the importance of their cities as merchandising centers. They know what stores may be depended upon to advertise a manufacturer's goods and to maintain selling prices fair to both consumer and maker. The newspapers will tell you which retail outlets have the oldest and proved systems of credits and financing installment accounts.

It is the furniture stores of a community that indicate a city's importance as a retail shopping and merchandising center. And *The Register and Tribune* (Des Moines, Ia) takes full page space to say so.

Of the four stores shown in the advertisement reproduced on the opposite page, three are well rated. These three stores subscribe to and read *FURNITURE RECORD*. Almost always you'll find the really worth-while stores reading this journal. Remember that *FURNITURE RECORD* is the only trade publication read by over half (58.3%) of all retail furniture stores rated $30,000 and over in the United States.

We will gladly send you more information regarding this great retail outlet, or our representative will call. Will you please state in your letter something of your interest in this field? It will help us to serve you without delay.

FURNITURE RECORD

A Magazine of Better Merchandising for Home Furnishing Merchants

GRAND RAPIDS, MICHIGAN

A. B. C.—*Periodical Publishing Company, Publishers*—A. B. P.

al Magazine of the Furniture Trade

What Is Sound Missionary Selling?

It Is Selling That Doesn't Let the Dealer Wait for Demand

By A. H. Deute

General Sales Manager, The Borden Company

IN a Pacific Coast city there is a manufacturer of a household product who, ten years ago, nearly became a permanent advertiser. He had gone along for years without advertising and had made a certain amount of headway. But he saw the large national advertisers come into his home town and take the business which should logically have been his. His product was a good one. His prices were favorable. But the consumer demand was for the nationally known and well advertised brands.

People simply didn't know his product. He had merely a scattered distribution, mostly among a group of retailers he knew personally and who had pushed his product and built a demand in so far as their own immediate trade was concerned. Possibly he had a 20 per cent distribution in the jobbing market in which he operated. With that distribution, he kept his little plant fairly busy, was making a fair living and had built up a little surplus.

Then an advertising agent interested him in the possibilities of advertising. That agent prepared what was really a good series of advertisements. .Copy, illustration —everything about the little campaign was really commendable. And the amount of money involved was commensurate with the ability of the manufacturer to invest. The manufacturer bought a six months' campaign in the newspapers which covered his territory. And as advertising campaigns go, it was a good campaign.

But at the end of six months, the bills were all paid, the advertising stopped and the account was closed so far as the agent went. Also, advertising was a thing of the past so far as that manufacturer went. The agent probably never has been able to understand why his copy failed to pull. The manufacturer has decided that advertising is not for him.

In the light of so many other campaigns, some successes and some failures, this fact is uppermost—an advertising campaign, and a clever one at that, was permitted to run off by itself out into the cold and it ran onto the rocks. An abiding faith in advertising prompted the manufacturer. He was disillusioned. An abiding faith in advertising prompted the agent. And he is still puzzled.

If that agent had said to that manufacturer: "Now, this is good copy. We have laid out an adequate campaign to cover your market. But you have only 20 per cent distribution. In conjunction with this advertising, let's get a good salesman. Let's teach him the product and then teach him how and why we are advertising. And let's keep in mind that the advertising won't send women pell mell into their stores for your product. But that if the man does his job and the trade is properly stocked and sold, then the advertising, influencing the women to buy, will have a chance to get in its work because the line will be at hand for them to pick up."

In that case, there was better than an even chance for that salesman not only to make good initial sales but also to get good repeat business. It would have put that advertising agent into the pleasant position of having a growing advertising success to his credit and steady commissions coming in. The failure of the campaign was due to lack of appreciation of the relationship of selling to advertising.

In the same market, just exactly the opposite situation was developed in another industry. This other manufacturer had some thirty men on the road. They

(Continued on page 117)

THE BALTIMORE NEWS

122,101*



The "market" reached by the Baltimore News is one half of the purchasing power of the City -- There are over 100,000 homes that have read the News every day for many years.

122,101

**Net paid average daily circulation for February*

THE BALTIMOR
122,101 Average Cir

1. **That circulation represents 366,000 adult readers.**
2. **There are 200,000 families in Baltimore and Suburbs. The News goes into half of them.**

HOW to do more business—that's the question! You strike out into new territory to get greater volume! You go into new markets to get bigger sales.

But are you sure that you are covering FULLY the markets in which you are established?

If you sell in Baltimore you don't cover half of the city unless you advertise in the Baltimore News.

You aren't covering hal o
advertise in The Ba



ORE NEWS has
e Circulation Every Day

3. **When you buy The News you don't have to buy duplicate and unnecessary circulation.**

4. **Most News readers see no other evening paper.**

A circulation of 122,000 means over 366,000 adult readers—that's more than the entire population of Rochester, N. Y.

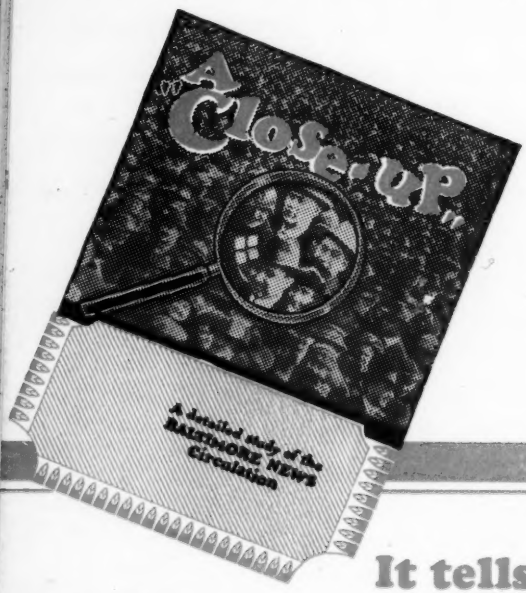
Those 366,000 readers of the News are desirable customers. They have money to spend —over 153 million dollars this year. And most of them read no other evening paper.

Baltimore is a big market—go after ALL of it!

of Baltimore unless you
Baltimore News



If you do business in Baltimore send for this book!



It tells the story

Advertising Dept.
The Baltimore News
Baltimore, Md.

Please send me "A Close-Up"—the detailed study of the Baltimore News circulation.

Name .....

Address .....

City .....

Any paper can tell you *how many* people read it. But the News can tell you *what kind* of people read it!

"A CLOSE-UP" is a detailed study of the Baltimore News circulation, told in a way that visualizes for you the market represented by over 366,000 readers.

Send for it; it's yours without obligation.

covered the home market weekly and the country territory monthly. They had practically perfect distribution. But in spite of the excellent distribution, the volume of the dealers' business went to one or another of two big, nationally-advertised lines.

This manufacturer and his agent analyzed the market in general. In checking up, they found that the two big selling lines were no better in quality and no better in price. They found, too, that but for a short campaign in the spring and another late in the fall, the big selling lines had no advertising in that market. It was simply the influence of national advertising plus the fact that the local competitor had made no consistent effort to overcome the publicity of his competitors.

In the matter of covering the territory, he was doing a more thorough job than his big competitors. Provided he kept his effort within a certain radius, he had an advantage in freight and distributing expense. So the plan was to set aside a definite percentage for advertising without in any way interfering with the carrying on of the sales and distribution work. In the back of the manufacturer's mind was the thought that the advertising properly done could have its cost charged in together with the expense of the salesmen and the resulting volume of business be sufficiently larger to make for a reduced selling cost in the long run or at least for a combined selling cost which would be no higher because of an increased volume. And that would make for added business safety and security.

This particular campaign was a success from the start and, now, after some ten years, it is still being carried on in that market. While it has been widened in scope, both as to products and mediums, the essential features of the first dozen advertisements are still the essential features of the present series.

But here we must consider the essential differences of the two marketing undertakings. With initial expenditures practically the same; with practically the same mediums used in both cases and with little choice in the matter of copy superiority, one failed miserably and the other is an outstanding success.

The former went out as a lone advertising campaign, undertaking to do the work of the salesman as well as of the advertising itself. The second campaign was undertaken with distribution being well handled and with the company fully alive to the responsibility of the sales force to make good with the advertising. In the former case, the advertising was designed to act as a substitute for sales work. In the latter, it was designed as a tool for the salesmen to use.

Not long ago a publication sent out one of its men to talk to a manufacturer who was a logical advertising prospect. This individual had built up a sizable business through selling much of his output to distributors under private labels. At the same time, he had a label of his own which he hoped eventually to get on the market. He was much interested in what the representative had to tell him about the successes of others. He took a reasonable view of the length of time it would be apt to take to bring about an advertising success and appreciated the amount of money it would involve. But finally the whole plan broke down when the representative brought up the importance of a sales force to get and hold proper distribution.

"You mean to tell me," the manufacturer said, "that in addition to an advertising appropriation of a half to three quarters of a million a year I have to build up a force of a hundred salesmen?"

"Yes, sir!"

"And do you realize what such a force of men will cost to operate and maintain?"

"Yes, sir! About five thousand per year per man."

"That means that on top of the advertising appropriation, it will take something over half a million more, because there will be office expense to handle those men and all that."

"That's right. Something over

a half million for advertising and over a half million for sales work."

"But, man, you're out of your mind. It is neither possible nor necessary. In the first place, I am doing business with enough jobbers who know us favorably and upon whom we call some four times a year with our present force, to enable me to get our brand in practically all of them. And there are more than enough of them to make perfect national distribution possible. We can get a suitable initial order from practically every one. And their men cover practically every retail outlet in the country. The line will be available over-night to each of those dealers. And if advertising is to accomplish anything it is consumer demand. We will write a letter to each retailer and tell him about our advertising, give him the names of the jobbers who can supply him, and then get the advertising under way."

COPY NOT A SUBSTITUTE

The representative did his utmost to show this manufacturer what his problem was, and how futile it would be to expect, in this case, that the copy, no matter how clever, could act as a substitute for sales work. However, the publication was large enough and courageous enough practically to veto the starting of the campaign unless it was started with a reasonable hope for success.

It required actually several years' work on the part of this publisher finally to bring about the development of this brand in the proper way and then it was only accomplished by the roundabout method of inducing the manufacturer to conclude that he should have a certain type of sales manager. In the end, it was this sales manager, in an inside position, who developed the proper appreciation of advertising and selling to the end that the brand was finally launched with real co-ordination of advertising and sales work. That was several years ago. It was a long uphill fight at best, with both the advertising and the sales force having to do full-size jobs. Now, after this long period of persistent effort, the results are commencing to be commensurate with the investment.

In this connection an excerpt from a letter which this sales manager wrote to one of his men is illuminating: "You tell me," he said, "that your distribution is practically perfect, but that the advertising doesn't seem to help any because the trade is not moving the stock. Don't forget that the advertising has been running only a year. A year is a short time in which to get the mass of housewives to change from another brand to which they have become accustomed.

"The house is not discouraged because it knows it must go through just this sort of thing. You must not become discouraged because I can tell you now you have a lot of this ahead of you. But if the advertising is going to take hold and be successful it can do so only if the line is kept right before the consumer all the time.

"Your value as a salesman at this time depends upon your ability to keep the dealers with us—keep them sold on the ultimate success of this advertising—and, especially, keep the line out in front.

THE BEST ADVERTISEMENT

"The best single piece of advertising at this time is not the page in the magazine or the half page in the newspaper or anything like that. It is the fine display of the line that greets the housewife when she goes to the store the day after she read through the latest magazine and saw the ad. That ad isn't going to send her to the store clamoring wildly for our product. She may hardly have the product in mind as she drops into the store. But if, when she enters, a nice display is in front of her, she is very apt to say: 'Why, that's what I was reading about last night. I must try it!'

"And thus the transaction is completed. Both advertising and selling helped. Neither is able to do the job which the other is employed to do. Working together, the result is another customer. Incidentally, you must

beauty



Katharine Lee's editorial correspondence, from her beauty articles in the January, February and March 1926 issues of People's Home Journal, shows an increase of 29.1% over the same issues of last year—

And last year Katharine Lee's editorial correspondence averaged over 1,000 letters each month.

The steady growth of this interest is no doubt responsible for the success that People's Home Journal is bringing to toilet goods advertisers.

PEOPLE'S HOME JOURNAL

950,000 Net Paid

make it your business to explain this to the merchant.

And another paragraph from a letter to a salesman: "Remember your job is to hold the line out in front in every store you can. Thus people see the actual goods while they have the advertising pushed before them. Our advertising will take hold just that much more readily if the product is readily available. Ten women will accept the product which is held out to them where one will really make an effort to get it. That is why the combination of advertising and proper distribution is so essential. As a good salesman, you must realize this and realize that you must do more than just get a case into the dealer's store. That is not enough. You must not only get it into the store, but you must make sure the dealer himself feels it is a desirable product for him to sell, and, feeling that way about it, he displays it properly."

And, in closing, another paragraph which brings out another important element in the work of the missionary man or retail salesman: "I'm afraid you're not doing your job, boy! I know you feel that you are, but when I show you where you are not, it will enable you to do it properly. You're getting a case into almost every store. But that in itself can well do more harm than good.

"You're telling the dealer that he ought to have a case in stock to take care of the demand. And you're forcing the single cases in. But here is what will happen: The dealer will have that case. He will be waiting for the demand. It won't come. The next time you get back, he'll tell you gleefully or in a sour way that you were all wrong—the demand isn't coming. He still has the goods. And you will become very much discouraged and write and tell me that the advertising is not doing the work or that your territory is different. But the fact will be that you did not sell right in the first place.

"When you get a dealer to take a case to wait for the demand, you do yourself and the line more harm than good. You must explain to the dealer that here is a superior product, backed up by superior advertising, which he can hand out with great credit to himself—you must induce him to take a case for that reason. And then you must induce him to agree to display it.

"Remember this—don't ask the dealer to stock up because of the demand which is going to come. Stock him on the merits of the line backed up by the advertising and that this combination will bring credit and business to his store if he properly displays and works with such a line."

Gradually, the missionary salesman is fitting into his place in conjunction with consumer advertising. There was a time when the salesman resented advertising because he felt it would take away his job. And then there followed an era when the next school of salesmen looked upon advertising as a quick and easy way to enable them to get business. Advertising was oversold. Claims were made for it all out of proportion to its possibilities.

Out of these two extremes there has developed the co-ordinated effort of advertising and good, sound missionary selling. Missionary selling has come to mean more than merely introductory work. It has come to be appreciated for what it really is—the proper maintenance of dealer distribution, dealer good-will and of proper service to the consumer. The qualifications of the salesman remain the same with advertising as without advertising. The ability to serve his trade and enjoy rendering good service is, when all is said and done, the keynote of good missionary or retail selling. It is worth every cent it costs. It is especially justifiable in the case of the advertised product because it keeps the goods moving up to the consumer just that much more rapidly.

Morgan G. Bulkeley, Jr., vice-president and treasurer of the Aetna Life Insurance Company, Hartford, Conn., died at that city on March 22.

The manufacturer whose total sales are built of small units representing but a fraction of the potential business to be had in each community is leaving the door wide open to competition for attack through the most direct and powerful advertising medium, the daily newspaper. Can any advertiser justify an advertising program that permits the exclusive use of newspaper advertising to his opponents. Such newspapers as the Utica Observer-Dispatch which reach practically every family in their trade area can and do provide, for those manufacturers who intelligently use their advertising columns; a percentage of sales which represents security.

Utica Observer-Dispatch

Utica, N. Y.

A GANNETT NEWSPAPER

Each the leader in its field

Elmira Star-Gazette-Advertiser
Elmira Sunday Telegram
Ithaca Journal-News
Newburgh News
Rochester Times-Union
Utica Observer-Dispatch

For the Four Weeks of February 1926 the Average Net Paid Circulation of The Saturday Evening Post was More Than 2,700,000 Copies. The Print Order for Every Issue in March Was More Than

2,925,000

(Net Paid Circulation Figures are not yet available—Probably More than 2,800,000)

More than 500,000 net paid circulation increase in three years—

More than 500,000 new, unduplicated circulation—

The circulation of The Saturday Evening Post is the most complete single-handed national coverage that can be had today.

The growth of the national market is related to growth in population and wealth.

The opportunity to affect that market is related to the growth of popular intelligence and periodical reading.

Unerringly keeping pace with these conditions goes the growth of The Saturday Evening Post circulation.

It has always been our policy and intent not only to have The Saturday Evening Post represent an adequate national market for a manufacturer, but also to have its circulation parallel his *best* market.

This healthy expansion in circulation gives the advertiser a greater opportunity at a smaller cost than ever before.

THE SATURDAY EVENING POST

"AN AMERICAN INSTITUTION"

Advertising Offices: Philadelphia, New York, Chicago, Boston, San Francisco, Detroit, Cleveland

IMPROVING YOUR CREDIT RISKS

IN these days of intensive merchandising accurate accounting is the keystone of business success.

Without it the merchant can neither buy nor sell intelligently. Without it his terms are likely to be loose and indefinite, his collections, *and his remittances*, slow.

By improving the accounting practices of hardware retailers the National Retail Hardware Association places its members on surer ground; makes them better credit risks as well as larger distributors for manufacturers and wholesalers.

The NRHA Accounting System was developed seven years ago. Along with its completeness, it had to be simple, easy to understand, inexpensive, *informative*.

That these ends were accomplished is indicated by the fact that approximately 6,000 hardware retailers are now using NRHA Accounting forms. These have been distinctive services, apparent, as many testify, in better collections and greater financial stability.

And surely, in a secondary sense, this has also been a distinctive service for hardware wholesalers and manufacturers.

Accomplishments which benefit all engaged in hardware distribution are most worth while. Therefore, we place high value upon the work we have done to make better credit risks of hardware retailers.

National Retail Hardware Association
INDIANAPOLIS



Hardware Retailer, *official publication* of this Association, has materially assisted in the development and promotion of the NRHA Accounting System. Consistently, during the years this service has been available, Hardware Retailer has impressed upon its 22,000 retail subscribers the importance of adequate, understandable accounting records. No other hardware publication was used in selling this service to 6,000 stores.

"But I'm in a Very Peculiar Business—"

Some Remarks on Adapting and Adopting

By S. Roland Hall

YES, this is to be a preachment on the principle of adaptation —one of the most important principles of business and one that is little understood.

Business men today are usually receptive to good ideas, but all too frequently they want something that they can *adopt* rather than something they can *adapt*. There's a difference of just one letter in the two words but that seems almost an ocean-wide difference—to many men.

We should not become irritated with these business men who don't know the difference between *adapt* and *adopt*. For this is a state of mind that we have to deal with, and it is found almost everywhere.

Hundreds of subscriptions to valuable business magazines are cancelled because the publication has not published within the year a certain number of articles based on the casket business, the motor-boat business, the tack business or some other business in which the one-time subscriber is engaged. He seeth not the principle of adaptation.

On the other side of the picture, the discerning type of business man reads the thoughtful observation of Herbert Hoover on the "simplification" of models and styles in paint-colors, milk bottles and shotgun loads and immediately wonders if a like simplification should not be applied to his business—which may be the making of tennis rackets or rubber hose.

I suppose that when the coupon idea was first introduced into the advertising of books, the device was sniffed at by many advertisers. Such a copy and display trick might be effective, of course, with books sold by the mail-order plan but men were inclined to reflect that "It is ridiculous to think of applying it to my business — a very peculiar business among a very peculiar lot of people." Of course we learned in time that Old Man Psychology roams around in all kinds of minds and that the features about a coupon that make it easy for an inquiry to be sent by that method were so sound that they could be very broadly applied. And, lo and behold, we now see the great Packard Motor Car Company using a nice looking coupon for the purpose of drawing requests for the new and handsome book "The Secret of Owning a Packard." I almost cut that coupon off myself. I will when the book bears the revised title: "How to collect the money necessary for owning a Packard."

Think about the approval method of selling. How suspicious manufacturers and merchants were of it at first. I have heard it said that retail merchants thought John Wanamaker was embarking on a suicidal policy when he adopted the approval plan under the pleasing assurance of "Money returned if you are not entirely satisfied with any purchase made in this store." How far the approval plan, in its various forms, has gone since those days. It has its weaknesses, of course, but it has been the means of selling billions of dollars worth of goods in an easier way than previous methods sold such goods.

GROWTH OF INSTALMENT SALES

Likewise with the instalment plan of paying. This method was limited originally to comparatively few kinds of purchases. But the principle has been adopted and adapted until it has gone so far that the bankers and economists of the nation are worried lest the people go bankrupt in making purchases on the weekly or monthly payment

plan. According to a recent issue of the *American Bankers' Association Journal*, "in 1925 more than $3,000,000,000 worth of new cars were sold on time, while partial-payment sales of used cars aggregated about half as much more." I call that a rather impressive extension of a selling plan once used in a restricted way.

Homes, bonds, engagement rings, and what not have been sold on this persuasive plan.

A baby letter plan taken bodily from the dry-goods business except as to copy was adapted to the savings-bank business and has been used successfully by several thousand banks in all parts of America. Not much similarity between infant's clothing outfits and savings accounts, but the principle of adaptation made the original plan far-reaching.

The principle of quota, once used by only a few businesses, is now recognized as almost a standardized sales practice.

According to psychology, there is an element of laziness in all human beings. It is, of course much easier to go to some record, printed or otherwise, and pick out suggestions and figures that apply directly, without change, to our own enterprises.

Maybe, though, our brains would move in ruts and become atrophied if we didn't, as a habit, apply the principle of adaptation and, while taking a lesson from what others have done, do the thing a little better in our own experience.

If we put confidence in Solomon, we must believe that there is not a great deal new under the sun. Experience is a great teacher, but there are two kinds of experience—our own and the experience of other men. We owe it to our own progress to take all we can from the experience of other people. By so doing we shorten our labors and save ourselves many mistakes.

James F. O'Donnell Dead

James F. O'Donnell, formerly business manager and editor of the Bloomington, Ill., *Bulletin*, died at Chicago last week at the age of sixty-two years. He joined the *Bulletin* in 1883 and retired last year.

J. B. Frankel Starts Own Advertising Business

Jones B. Frankel, for the last five years with the W. B. Ziff Company, publishers' representative, Chicago, and for two years manager of the New York office of that organization, has opened his own advertising business at Chicago.

Percy James, formerly with S. White & Company, Beloit, Wis., has joined the new business as copy chief and Lester F. Johnson, formerly with the Creative Studios, Chicago, has been appointed art director.

San Francisco Agency Augments Staff

Milton D. Jacobs and John J. Messler have joined Emil Brisacher and Staff, San Francisco advertising agency. Mr. Jacobs, who has been elected vice-president, was formerly in newspaper work in that city. Mr. Messler, who has become assistant chief of the copy division, was formerly assistant advertising manager of the Security Trust and Savings Bank, Los Angeles.

R. F. Williams, Treasurer, Boston Concern

Roy F. Williams has been elected treasurer of the Ames Shovel & Tool Company, Boston, with which he will become actively associated on April 20. He is advertising manager of R. Hoe & Company, Inc., printing presses, New York.

Large Gain in Income for Schulte Stores

The Schulte Retail Stores Corporation, chain store operator, reports a net income, before taxes, of $6,416,931 for the year ended December 31, 1925. This compares with $4,341,615 reported in the previous year.

Financial Account with Charles C. Green Agency

A. T. McAllister & Company, investment securities, Philadelphia, have appointed the Philadelphia office of the Charles C. Green Advertising Agency, Inc., to direct their advertising. Newspapers will be used.

Philadelphia Office for "Better Homes and Gardens"

Better Homes and Gardens, Des Moines, Iowa, has opened an office at Philadelphia. George P. Millington will be in charge.

Miami Agency Changes Name

The name of the Miami Advertising Company, Miami, Fla., has been changed to the Purcell Advertising Company. Stephen E. Purcell is president and treasurer; Stephen Russell Hoye is vice-president, and Don E. Curran, secretary.



THE girls are wearing flowers. Mr. So-and-so makes them. Six months ago he decided to advertise in the Economist Group exclusively. In that time he has added to his list over a thousand new retail accounts and increased his business proportionately. He knows the POWER of the Economist Group. If *properly* advertised, any line can be *profitably* advertised to department and dry goods stores.

(239 W. 39th St., N. Y., and principal cities)

Slight Reductions in Postal Rates Probable

Washington Bureau of PRINTERS' INK

FOR some time it has been rumored that the special joint committee, appointed by Congress to solve the problem of permanent postal rates, would have its report ready on April 1. But after Senator Moses, chairman of the committee, returned to Washington early last week, he declared that the conclusion of the committee's work was still rather remote. He also said that the committee was apparently hopelessly divided on all but two of the rates under consideration, and that he had planned to call the committee together soon.

Of course, it is expected that the committee will finish its work and that Congress will readjust postal rates before the adjournment of the present session; but just what the rates will be and when they will become effective are still something of a mystery.

"It is the intention of the committee," Senator Moses continued, "to give everybody who has anything to say on the readjustment of rates an opportunity to say it. Therefore, it is impossible to state when the work will be concluded; but I think that it will require some time. I don't want to appear to anticipate the results of the hearings, but to secure lower rates generally it will be necessary for those organizations and individuals who are interested to prove their claims. They will have to assure the committee, first, why and how the rates they advocate will largely increase the volume of mail carried. And then they will be called upon to prove that the larger volume will turn a deficit into a surplus,—an exceedingly difficult thing to accomplish, when you consider the fact that the classifications most concerned are now carried at a loss and never have been carried without a loss.

"There is no doubt that the present rate of transient second class mail is much too high. It has reduced the volume of remailed magazines and newspapers by individuals and is decidedly unpopular. The clause fixing this rate was in the bill when it came over from the House, and the Senate passed it without giving it any special consideration. I think it was a mistake, and it is my opinion that the committee is unanimously of the conviction that it should be lowered materially.

"As nearly as I can make out, the committee is united on the advisability of also lowering the rate on private mailing cards. This is, of course, important to advertising, and I think there is no doubt that the rate will be lowered, but how much I do not know.

"The most critical problem before the committee for solution is the adjustment of rates according to the expense of carrying the mails and, at the same time, in consideration of the business interests of publishers and advertisers, as well as all other users of the mails. The committee hopes to solve this problem in the fairest manner possible and promptly; but quite a large number have signified their interest in the matter and their desire to appear at the hearings and submit their testimony, and for that reason I cannot promise very quick action."

Although Senator Moses did not mention the subject, it is understood that the Post Office Department has submitted revised estimates of cost under the new rates to the committee, and that the committee's revisions will be influenced by the estimates and recommendations of the department. It will be necessary for the business interests of the country to convince the committee of the practicability of encouraging larger volume to offset the apparent loss of lower postal rates. Otherwise, it is highly doubtful that the lower rates will be secured.

Religious Publications Combine

Beginning with the first issue of April, *Christian Work*, a religious weekly publication, published at Chicago, will be merged with the *Christian Century*, also of Chicago.

A VALLEY OF EDUCATION and CULTURE

On the Hudson River, conveniently near to New York City, are located many famous schools, colleges and other institutions of learning, which attract thousands of fine young men and women seeking higher education to



THE MID-HUDSON REGION

A Community of 300,000

Such exceptional public educational facilities add quality and tone to the entire region, and also play their full part in making its cities and towns privileged centers of industry, prosperity, culture, health and happiness.

Investigate not only the educational advantages of the Mid-Hudson Region, but also its marketing opportunities for your goods.

3 CITIES	3 PAPERS
POUGHKEEPSIE	STAR
NEWBURGH	NEWS
KINGSTON	FREEMAN

100,000 Urban Population

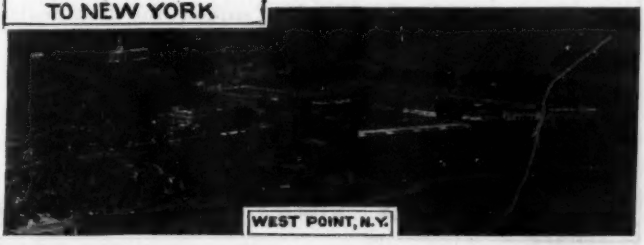
Buy them as a Unit. Sell every Individual.

Complete and authentic information, regarding the Mid-Hudson Region gladly sent on request. Write

Ingraham-Powers INC.

CHICAGO 19 So. La Salle St.

NEW YORK 350 Madison Ave.



RECOGN

The following NATIONAL ADVERTISERS (non-financial or have contracted for space during 1926. For th

Automobiles

Auburn
Chandler
Chevrolet
Diana
Dodge
General Motors
Moon
Overland
Pierce-Arrow
Peerless
Rickenbacker
Studebaker
Willys-Knight

Publishers

Alexander Hamilton Inst.
Brookmire Economic Serv.
Chicago Daily News
Intern'tl Corres. Schools
LaSalle Extens. University
N. Y. Commercial
N. Y. Journal of Commerce
Pelman Inst.
Wilkes Publishing Co.
McMillan Co.

Trucks

Autocar
Mack
Pierce-Arrow
White

Office Equipment

Alvah-Bushnell Co.
Elliott Fisher
Globe-Wernicke Co.
Hooven Automatic Typewriter
International Postal Supply Co.
Kardex Institute
Lexington Desk Co.
John C. Moore Corp.
Multicolor Sales Co.
Telefo Desk Pad Co.
Underwood Typewriter
Rubberstone Corporation

Tours

Canadian Ntl. Ry. Co.
Canadian Pacific Ry.
Chicago N. S. & Milwaukee
Franco-Belgique Tours
Furness-Bermuda Lines
Southern Pacific

Tires

Firestone
Fisk
Goodrich
Goodyear
Kelly-Springfield
U. S.

THIS ADVERTISING IN OUR COLUMN

1. Sells their merchandise to men *financially able* to buy it.
2. Gains local banking support for their dealers.

100 PER CENT BUYING POWER IN

The MAGAZINE of WALL STREET

42 BROADWAY *Member A. B. C.* **NEW YORK**

NITION!

used THE MAGAZINE OF WALL STREET during 1925, past three years 90% have been renewed each year!

Industrial

General Electric Co.
Glidden Co.
Pure Oil Co.
Todd Lamp Co.
Westinghouse Electric

Engineering

Ford Bacon & Davis
Stone & Webster
Dame Wolf & Co.
Hodenpyl, Hardy & Co.
Fred. F. French
Mahlstedt-Steen
Henry L. Doherty

Cigarettes

Pall Mall
Camels
Lucky Strike

Insurance

Equitable Life Assurance
John Hancock L. I. Co.
Aetna L. I. Co.

Radio Manufacturers

Thermiodyne Radio Corp.
Grimes
Freshman
Times Square

Civic

City of Atlanta
Mobile Board of Trade
Miami Chamber of Com.
St. Louis C. of C.
San Antonio C. of C.
Saginaw C. of C.
Port Newark

Institutional

American Tel. & Tel.
Swift & Company
Georgia Light & Power
Columbia Gas & Electric
North American Co.
White Rock
Middle West Utilities

Real Estate

Joseph P. Day
Louis Schlesinger, Inc.
Queensboro Corp.
J. Scobel
Pease & Elliman

Hotels

The Breakers
The Belmont
The Knickerbocker
United Hotels Co.
Waldorf Astoria

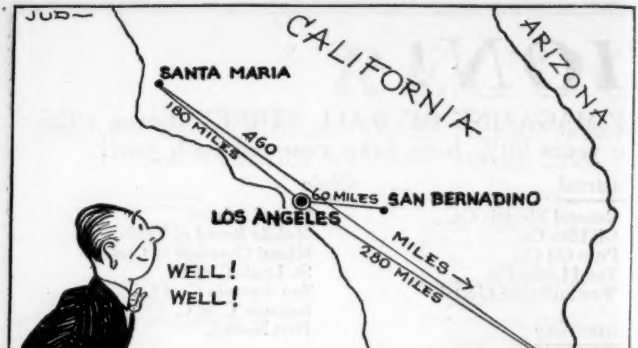
ACCOMPLISHES FOUR DISTINCT RESULTS

3. Promotes confidence in the management among their stockholders.
4. Paves the way for additional financing through banking houses and investment public.

100 PER CENT BUYING POWER IN

The MAGAZINE of WALL STREET

42 BROADWAY *Member A. B. C.* **NEW YORK**



Study the Map!

It is 460 miles from Santa Maria, California, to Yuma, Arizona. In this vast stretch of territory are 27 cities that serve as trading centers for the 1,100,000 people outside the city of Los Angeles.

And these alert, thriving, prosperous cities maintain HOME DAILIES that thoroughly cover their trading areas.

The laws of distance alone make it impossible to thoroughly cover this enormous trading area with metropolitan newspapers only, to say nothing of the community spirit that makes the people loyal to their own local papers.

Your geography knows that you should use the HOME DAILIES to carry your message to the readers in the great wealth-producing area of rich Southern California.

Any of the individual papers listed below will promptly furnish rates and other information. Or write to—

DAILIES DIVISION

Southern California Editorial Association

515 American Bank Bldg., Los Angeles, California

These papers are members of the "Golden Circle" list:

Anaheim Bulletin
Brawley News
Burbank Review
Calexico Chronicle
Colton Courier
Corona Independent
Fullerton News Tribune
Glendale Evening News
Hollywood Citizen
Huntington Park Signal
Inglewood News
Monrovia News
Ontario Report
Orange News
Oxnard Courier
Redlands Facts
Riverside Enterprise
Riverside Press
San Bernardino Sun-Telegram
San Pedro Pilot
Santa Anna Register
Santa Barbara Press
Santa Maria Times
Santa Paula Chronicle
Ventura Post
Whittier News
Yuma (Ariz.) Sun

If You Are Thinking of Broadcasting

Then Here Are Eight Questions That You Should Examine Before You Decide

By Harry P. Bridge, Jr.

LIKE the famous old grey mare, radio broadcasting is no longer what it used to be. The broadcasting studio has changed from a refuge for second and third rate singers and entertainers eager to inflict themselves on what was popularly termed the "countless" thousands of listeners to something of a legitimate profession. Today, at least a portion of the programs are worth listening to and a goodly share of radio enthusiasts insist on broadcasts that are not altogether an insult to their intelligence. And, in the case of practically every program of merit and near-merit, the advertiser is footing the bill.

What is the answer?

In trying to fathom it, I sometimes wonder why it did not become popular a decade or so ago for advertisers gratuitously to distribute phonograph records to all who could use them. Then it might have been possible to put a disc on the machine, settle back in an easy chair and listen to the strains of "La Somnambula" played by the Sleepwalker Triplets through courtesy of the Nightmare Halter Manufacturing Company. After this, we might have turned it over and heard "I Dreamt I Dwelt in Marble Halls" as the Sandstone Quarrymens' Association's contribution to our unhappiness.

No longer is the status of radio broadcasting as an advertising medium a problem for only the large national advertiser with a seven figure appropriation to spend. Many studios are appealing to smaller local concerns which spend less on advertising in a year than the cost of one of a series of advertisements used by the larger concerns who were formerly considered the only worth-while radio "accounts." Some of these advertising managers who are likewise sales managers, office managers, purchasing agents and clerks now find it necessary to consider the advisability of using the local broadcasting station as an advertising or publicity medium.

In considering this from his viewpoint—or, for that matter, from that of the larger advertiser as well—suppose we first look at a few facts.

That radio broadcasting as a whole is on an unsound basis, practically everyone agrees. It seems unreasonable to expect that radio listeners shall continue indefinitely to be given free entertainment merely through virtue of ownership of a radio set. Apparently this should be no more logical than to expect periodical advertisers to furnish them with free literature and, at the same time, forego the inclusion of a sales story for their product. Nevertheless, advertisers have been asked to foot the bill—and some of those who include the air among their list of mediums are getting their money's worth while others, presumably, are not.

STATIONS ARE EXPENSIVE

Station installation and upkeep come high and owners whose entry into broadcasting was at first for their own advertising purposes or even from an altruistic attitude, found the expense too great to bear alone or decided that there was more to be gained by renting it out piecemeal to others who might like to broadcast but did not, or could not, have a station. Consequently the "commercial" broadcasting station came into existence and various non-station advertisers were confronted with the problem of

broadcasting as a medium for the conveyance of their sales messages either in competition or conjunction with the printed word or picture.

Many stations today derive a large part of their revenue from broadcasting advertising programs of concerns that are comparatively small considering the territory their advertising covers via the air route. Salesmen are employed by some stations to sell time on the air in much the same manner as the local newspaper representative calls on the same merchant to get his name on the dotted line for advertising space in the paper.

This radio time seller has an interesting appeal. He represents a new industry which carries the halo of romance and unknown quantities about its young head. The prospect he approaches probably has a radio set himself and this adds to its fascination as a possible medium for advertising—particularly when the representative offers to supply the entertainment and broadcast it over the air under the prospect's name for a price which appears to be very reasonable considering the enormous sums he has heard were spent for broadcasting and the "countless" number of people he is sure he will reach by it. Besides, there is a distinct thrill in hearing his name sent hurtling broadcast throughout the reaches of the air as sponsor of a third-rate orchestra which should certainly convince the thousands of hearers that "Rocko" is mighty good coal to burn. Consequently, the advertising budget—if he has one—is changed to make room for this broadcasting expenditure and then, once a week for an hour, another program is born unto the air and carried into a countless number of homes both in his territory and out of it, depending upon the "coverage" of the station employed.

Time goes on. Each week the announcer tells, at the conclusion of the program, how anxious the distributors of "Rocko" are to receive letters of comment from the great invisible audience. A few replies drift in because of this. The station manager tells him that it would be poor policy to extol further the merits of his product over the air for a few minutes each night—even if the station itself would permit it or if the countless listeners would listen to it. Despite the broadcasting, there is no noticeable increase in the orders for "Rocko." Like other general advertising, he finds it difficult to judge its effectiveness at once, and more so with the radio broadcasting because it is new and represents that about which little is known. Nevertheless, others are doing it, the idea sounds good to him and appeals to his vanity, so he continues.

There are several phases of broadcasting for the advertiser to consider:

Probably the most important of these is that of circulation. There is, of course, little check on the "circulation" of a station. No Audit Bureau of Circulations assists the advertiser in judging its merit. He will probably be shown a clothes basket full of applause replies received from listeners from miles about, but these mean little or nothing save for determining the territory which the station may ordinarily be expected to cover. How many radio owners that you yourself know make a habit of writing notes of appreciation for the programs that they hear? Probably not one in twenty. Moreover, this one-in-twenty has a choice of perhaps a half dozen programs he has heard all or in part and it is a safe bet that he is not going to send cards to all.

3,000 REPLIES PER CONCERT

Probably some of the finest and most far reaching programs ever broadcast have been sponsored by the Atwater Kent Manufacturing Company, of Philadelphia, in which world famous artists have been broadcast. The number of replies drawn by these would not average more than 3,000 per concert—even though fifteen of the most powerful stations in the country were utilized simultaneously! It can, perhaps, be reasonably estimated that a million listeners heard some



Spinning KW cobwebs

ROLLS that rumble day and night, spinning from red hot copper bars millions of pounds of wires and cables every year. Row after row of wire drawing machines, continuing this reduction process in some cases to a hair-like thread of copper. Stranding, rubber insulating, and braiding machines, building up these copper conductors into finished wires and cables of all sizes and types.

These are some of the processes that take up the twenty acres of manufacturing floor space in the Rome Wire Company's mills.

Because all of these processes are under one centralized control, industry is assured of uniform quality in Rome Wires.

Because of the intimate knowledge of all types of wire which such complete production brings, industry can be, and is, offered the service of an engineering department composed of men who have made a lifetime study of the construction and use of all types of wire.

These production facilities and these men are at your disposal in working out knotty wire and cable problems.

ROME WIRE COMPANY, ROME, N.Y.

ROME WIRE

FROM WIRE BAR TO FINISHED COPPER WIRE

A Moser & Cotins Client

NEW YORK State manufacturers find the solutions to their varied problems of sales development in the services of Moser & Cotins. This organization offers constructive, sales-creating service in merchandising as well as advertising.

MOSER & COTINS: *Advertising*

MOSER & COTINS BLDG., UTICA, N. Y.



of these concerts so that the futility of endeavoring to judge the success of broadcasting by replies will be readily apparent. It is said that some of the occasional concerts by the Victor Talking Machine Company drew as many as 50,000 replies but pictures of the artists were offered which probably accounts for the larger response in these cases.

If one person in fifty writes a note of appreciation and 500 of these are received—which is stating it high for the average concert—it will be readily seen that the circulation of this particular concert was only 25,000, which is probably only a fraction of the known circulation of a newspaper covering the same territory.

In addition to this, the advertiser is never sure of his audience. No doubt many programs have been broadcast literally to an "empty house" either by reason of their inferior quality or because of the fact that the air, at the time they were broadcast, was dominated by another program of outstanding merit. Even though a station has some clue as to its audience, an inferior or poorly rendered program will mean the loss of this in the twinkling of an eye by the whisk of a dial in as many homes as their supposed audience numbers. This fact in itself precludes the possibility of direct advertising over the air and likewise insists that whatever advertising can be done by the mere introduction of the sponsor's name or slogan, be as short, sweet and sugar-coated as possible.

In deciding the matter of circulation for radio broadcast advertising, it should also be considered that the total number of radio sets in the country is only a few over four million and that, to reach even the majority of these is well nigh impossible. Linking several stations together adds proportionately to the advertising cost and, unless great care is exercised in the choice of stations, there will be much "duplication" of circulation. That is, a powerful station in Detroit undoubtedly covers the majority of receiving sets in Cleveland and thus to go to the additional expense of adding a station in the latter city to the chain would probably bring little actual increase in the total number of listeners.

Undoubtedly the number of people listening to programs is generally greatly over-estimated. There is a fascination in being able to refer to the "million" radio listeners who may or may not have heard a certain program, but, when it is considered that the effective range of the average station is less than 500 miles and also that the four million existing radio sets are scattered throughout the entire country, it will be seen that a program must be exceptionally interesting to attract a million listeners. Even if this were easily accomplished, many of the listeners would be out of the small, local advertiser's territory and consequently would constitute mere waste circulation from a strictly commercial viewpoint.

The question of programs and the selection of those to render them is also an important consideration for the advertiser in determining whether or not to broadcast. There is wide variety here from which to choose and, to varying extents, each type of program may be said to appeal to a certain class of people.

WHAT THE PUBLIC WANTS

A firm which recently made an investigation to find what listeners thought of the programs, found that only a small percentage thought there was too much jazz on the air, a few suggested there might be more addresses, only a comparatively small number objected to classical music and operas. A great many, however, stated that they thought there was too much announcing and an even larger percentage felt there was too much advertising — which means, presumably that the advertiser who wishes to do so successfully over the radio should secure the best musical entertainment possible and forego even the announcement of his name to a minimum number of times. One

N. Y.

department stores believe in the DAILY MIRROR a powerful, modern tabloid picture newspaper for all the family.

1925 was the N. Y. Daily Mirror's *first* calendar year. During this period, 7 nationally known department stores collectively used more space in the Mirror week-days than in any other morning newspaper, with one exception (which was not a tabloid). And these stores do a majority of the New York City department store business. They are in an unusual position to know newspaper values and results. 21 months old, the Daily Mirror already has passed 330,000 circulation. Only 9 of more than 2,000 morning or evening week-day newspapers in the United States have more circulation.

J. MORA BOYLE, *Advertising Director*, 55 Frankfort St., N. Y.
Western Office, 326 W. Madison St., Chicago, Ill.



Charles Daniel Frey

Advertising

INCORPORATED

30
North Michigan Avenue
Chicago, Illinois

CLIENTS

Crane Co.
The Simmons Company
The Chicago Tribune
S. Karpen & Bros.
The Atlas Portland Cement Company
United States Radiator Corporation

MAGAZINE
NEWSPAPER
OUTDOOR
DIRECT MAIL

radio advertiser who insisted that his name be announced twelve times within the half-hour period found this repetition objectionable even to his friends who joked with him on his vanity.

It is difficult to tell the true effect a radio program has on its listeners. If it proves unpopular —zip!—and the receiving set is retuned, perhaps to another station hundreds of miles away and the artists are unaware of the cold reception their efforts are meeting. Few people who do not like a program go to the trouble of writing to the donor and those who actually dislike it practically never write. Broadcasting is accepted as a matter of course and there are generally a half dozen programs on the air at the same time to which they can, naturally, listen to only one.

THE APPEAL OF JAZZ

However, it can safely be said that semi-classical music forms the safest program and one acceptable to the greatest number of listeners. Some advertisers adhere to a policy of broadcasting "up to a standard" while others broadcast "down to the public." No doubt, both have their followers among those who prowl the ether. Jazz, of course, carries the greatest appeal to the younger generation while opera and the "heavier" classics find their way to the fireside of the so-called intelligentsia. This varied appeal of entertainment is common knowledge and discussion here of this point is useless. As Mrs. Jones says over the back fence to Mrs. Smith, "I may not know what music is good, but I can soon enough tell what I like and that's enough for me." A jazz orchestra with sufficient pep to cause some of its radio audience to Charleston on the dining room table may convince these same people that the Boston Beanery, canners of Boston Baked Beans, who are sponsors of it, must put out a mighty good product—and, again, it may not. Perhaps, with the glamor of radio broadcasting swept aside, the advertiser will be his own best judge in determining the relevancy of music in conveying an effective advertising or publicity message for his product. In doing so, he might also endeavor to ascertain the true extent of appreciation of that which can be had for nothing, whether it be books at the library, outdoor concerts in the park, art exhibits or radio broadcasting.

That radio listeners in general resent advertising over their loudspeakers goes almost without saying. "Why mar the beauty of a program with incongruous and ill-concealed eulogies of a brand of soap?" queries the listener who has considered good and uninterrupted programs as a matter of course with the purchase of his set. Even those who write their appreciation of the programs sometimes admit grudgingly the apparent necessity for advertising by those who foot the bill. "I would not say there is too much radio advertising," wrote a lady in response to the beforementioned questionnaire. "When such fine programs are sent to us free, I suppose we should not object to a few words about the product of the concern that makes them possible. But why carry it to extremes?" Just what she meant was not entirely clear for few radio advertisers carry their advertising further than the mere repeated announcement of their names during the program. Is even this too much?

The majority of the most successful broadcast programs with an advertising flavor have been sponsored by those in the radio industry who have found broadcasting of primary importance in promoting the sale of their products. A receiving set or radio accessory is of value to the average listener solely by virtue of the entertainment that is made possible through its use, and those interested in the sale of such material have invested in programs as part of their selling expense. Besides adding to the desirability of owning radio equipment, these firms have benefited materially not so much by the advertising as by the publicity incurred by associating their names with programs of outstand-

ing. merit. In such cases, radio "advertising" has undoubtedly proved highly profitable in a direct way.

However, for the advertiser in other fields, it presents a more dubious medium and one that he should consider carefully before signing on the dotted line as donor of a series of concerts. This has not been written to belittle radio broadcasting, either as an institution or as an advertising medium. The best proof that advertisers in related lines have found it profitable is their continued use of it, but as a general medium for large and small advertisers alike, it is questionable. The novelty has worn off and, in order to present the better grade of entertainment which the public demands, it is only natural that many stations should turn to the advertiser as the logical man to pay the piper. It is, of course, a question to be decided by the individual to fit his own case and cannot be covered by any definite set of rules for procedure. However, after viewing the situation carefully from all angles, I would suggest that the advertiser who is confronted with the problem of radio broadcast advertising, first decide the following questions:

(1) Is radio broadcasting to be considered as an advertising or purely publicity medium?

(2) In either case, is my business one that would benefit in proportion to the cost through the use of such a medium?

(3) Can I reach my greatest potential market by this means?

(4) Could the same amount of money be expended more profitably in other, and more generally known advertising mediums?

(5) Would the program I could afford be as good as those with which it must compete to gain even a fair share of attention?

(6) What is the status of the station among the listeners who supposedly constitute its circulation? Does the station give any accurate facts concerning its "circulation?"

(7) What about broadcasting appeals to me as an advertising medium? Is it the glamor of the little known, or belief based on semi-definite knowledge that such a medium would prove profitable?

(8) As a casual radio listener, what would be my own reaction to the programs I contemplate putting on the air as advertising or publicity?

Harry Jackson to Manage Chicago Drug Store Chain

Harry Jackson, formerly with the *Orange Judd Illinois Farmer*, Chicago, and more recently with the Walgreen Company, of that city, has been made vice-president and general manager of the Economical Drug Company, Chicago, chain drug store operator. This company recently took over The Home Drug Company, Chicago.

New York Office for Bullock Manufacturing Associates

The Bullock Manufacturing Associates, Inc., Springfield, Mass., printers' tools, hardware, etc., has opened a general sales agency at New York. This office will be the headquarters of George L. Seabury, who has become sales manager.

New York Ribbon Companies Consolidate

Johnson-Cowdin-Emerich, Inc., New York, manufacturer of J. C. and Lady Fan silk ribbons, has acquired control of Smith & Kaufman, Inc., also of that city. The latter company makes Pattern 500 and Madison Square brands of ribbons.

E. W. Livingston, President, Metropolitan Stores

E. W. Livingston, vice-president and merchandise manager of the Metropolitan Chain Stores, Inc., New York, has been elected president and treasurer, succeeding the late Verne M. Bovie. Mr. Livingston has been with this company for four years.

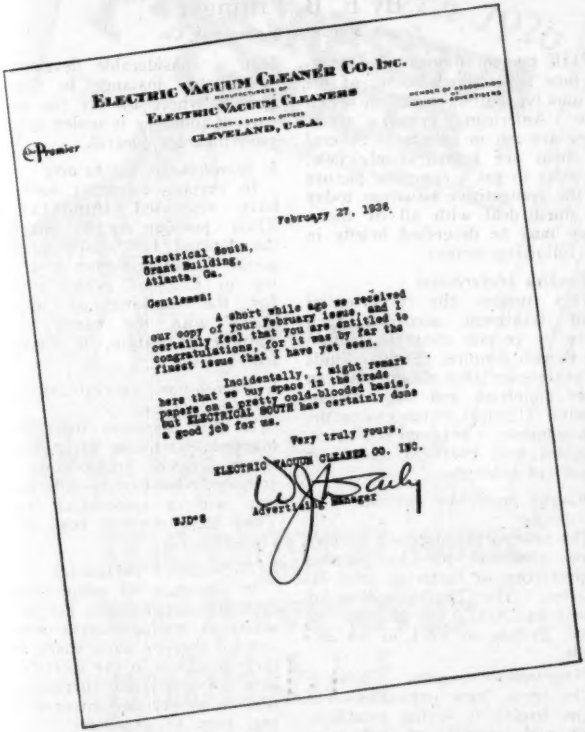
Horace Barrington Dead

Horace Barrington, advertising manager of the H. H. Butler Stores, Inc., New York, for the last year, and on a former occasion, for three years, died last week at New York, at the age of fifty-four. He had been advertising manager of the Menter Company, Inc., also of New York, for two years.

Dennison Sales Establish Record

Sales of the Dennison Manufacturing Company, Framingham, Mass., paper specialties, established a new record for that company when they totaled $16,100,000 in 1925. Earnings, after depreciation, were $1,294,548.

Mr. Daily Said It!



ELECTRIC VACUUM CLEANER CO. INC.
ELECTRIC VACUUM CLEANERS
CLEVELAND, U.S.A.

The Premier

February 27, 1926.

Electrical South,
Grant Building,
Atlanta, Ga.

Gentlemen:

A short while ago we received our copy of your February issue and I certainly feel that you are entitled to congratulations, for it was by far the finest issue that I have yet seen.

Incidentally, I might remark here that we buy space in the trade papers on a pretty cold-blooded basis, but ELECTRICAL SOUTH has certainly done a good job for us.

Very truly yours,

ELECTRIC VACUUM CLEANER CO. INC.

Advertising Manager

WJD'S

It will do an equally **GOOD JOB** for any manufacturer of electrical appliances, supplies or equipment, seeking more Southern business.

ELECTRICAL SOUTH

Published by

W. R. C. Smith Publishing Company
Atlanta, Georgia

New Opportunities for American Exporters

An Outline of What the Future Holds for Our Foreign Markets

By E. B. Filsinger

Export Manager, Lawrence & Co.

THE present moment is opportune for a stock-taking of the various types of competition which face American export trade. They are ten in number. Several of them are comparatively new. In order to get a complete picture of the competitive situation today we must deal with all of them. They may be described briefly in the following terms:

1. *Empire preferential*

This means the preferential tariff treatment accorded each other by certain countries within the British Empire. Similar kinds of preference also obtain between other countries and their dependencies. Typical instances are the arrangements between France, Belgium and Portugal and their respective colonies.

2. *Recent protective customs tariffs*

The new tariffs imposed by different countries for the purpose of protecting or fostering local industries. The "Safeguarding of Industries Act," as adopted by Great Britain in 1921, is an example.

3. *New industries*

The term "new industries" explains itself; it is the establishment and growth of industries which formerly did not exist in foreign countries. In many cases the product of the new mills or factories will tend to lessen the importations of goods formerly imported. In some instances, the new industries exist under special concessions and have been granted privileges or subsidies not usually accorded.

4. *State control or monopoly*

In this direction there has also been a considerable development. A notable instance is that of Russia, where by far the largest part of industry is under complete governmental control.

5. *Merchandise marks acts*

In certain countries such acts have restricted importations. Their purpose is to encourage the demand for locally produced goods. The legislation now pending in England, which provides for the marking of imported goods with the name of the country of origin, is characteristic.

6. *Prohibitions or restrictions of importations*

In this direction there was a marked extension after pre-war times. Such prohibitions have frequently been imposed in connection with a system of licenses. They have not yet been entirely abolished.

7. *Depreciated currencies*

In the case of some countries depreciated currencies act as subsidies to manufacturers who are enabled thereby more easily to sell their products in the world's markets. Depreciated currencies are not, however, an unmixed blessing, even to exporters.

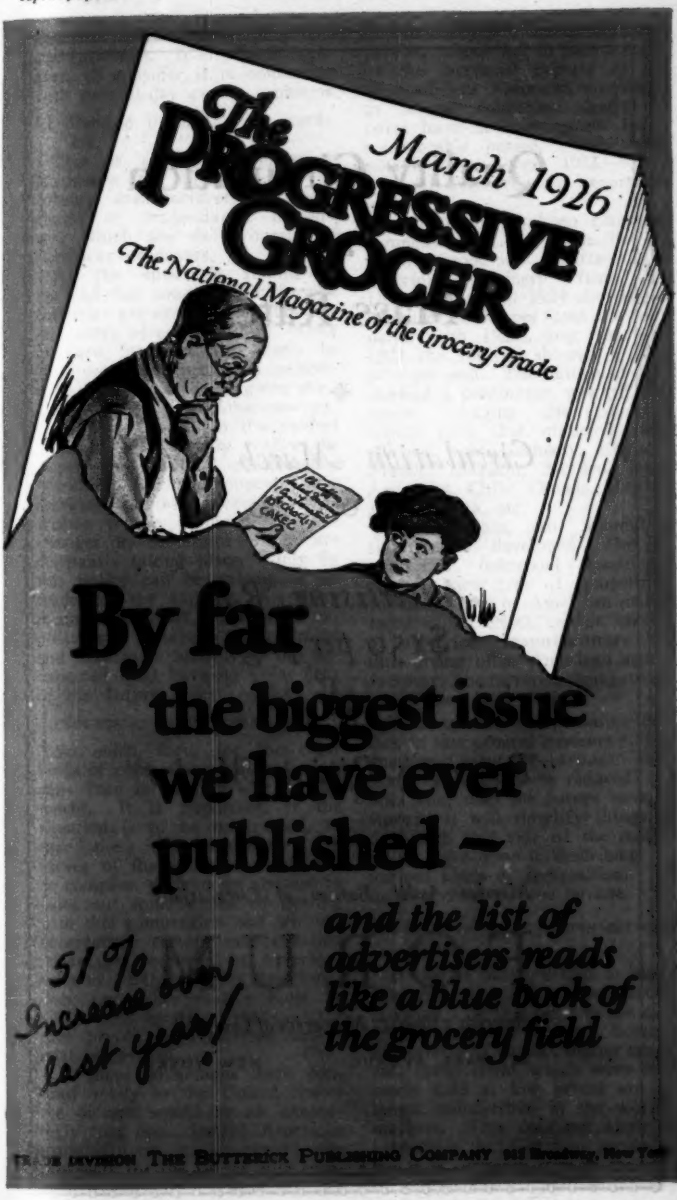
8. *"Dumping"*

The custom of selling goods in foreign markets cheaper than in the home market is one that has long existed. Special legislation was enacted in various countries to protect the local manufacturers against the evils springing out of this system. Germany was one of the countries which freely employed the "dumping" system.

9. *Lower wages and lower costs of manufacture*

In reality this is hardly a new form of competition; it is one

Portions of an address delivered at the get-together of the New York Export Managers' Club.


The PROGRESSIVE GROCER
March 1926
The National Magazine of the Grocery Trade
By far
the biggest issue
we have ever
published —
and the list of
advertisers reads
like a blue book of
the grocery field
51% Increase over last year!
TRADE DIVISION THE BUTTERICK PUBLISHING COMPANY 161 Broadway, New York

Quality Circulation at Mass Rates

❖

Circulation March issue over 60,000

Advertising Rate $150 *per page*

❖

"Buy on a Rising Market"

Member Audit Bureau of Circulations

FORUM

America's Quality Magazine of Controversy

247 PARK AVENUE NEW YORK

that has long confronted American exporters. It is proper, however, to consider it in connection with present-day export problems.

10. *Stealing designs, trade-marks, etc.*

This is also self-explanatory. It means the appropriation by foreign manufacturers or merchants of trade-marks, designs, etc., which are the property of American producers.

At the outset it should be realized that conditions in foreign countries are not static. They are in a state of constant flux. Only in rare instances can there be absolute dependence upon uninterrupted demand from a given market. Indeed, the American exporter who goes into the subject carefully will quickly realize the imperative need of continuously searching for and opening new markets. This is essential if he wishes to be prepared for the changes in conditions which are constantly taking place. Only by this policy can he safeguard his trade for the future. One thing is sure: The alert, wide-awake exporter who maintains an open mind and accustoms himself to the unexpected need have no great fear of the future.

INDUSTRIAL MACHINERY'S PART

So much, then, for the chief kinds of competition which Americans face in the markets of the world. It is important, if the situation is to be understood, to face the facts fearlessly. A survey of the situation would not be complete without an attempt to point out some means of dealing with this competition and without considering certain compensating advantages possessed by American industry. Before this is done, however, one other matter must be given consideration, that is, the part played by American industrial machinery.

If these advantages were confined solely to the United States the picture would be an exceedingly rosy one. Indeed, American manufacturers could regard the prospects for the future with complete equanimity. However, any serious study of present-day competition cannot fail to take account of the increased exports of the most efficient American machinery to foreign countries. Such exports have been going on for a considerable period. They were notable in the year 1913. They were of extraordinary importance in 1924.

In spite of the keen European competition in this same line of manufactures, the exports of industrial machinery from the United States in 1924 showed an increase of 16 per cent as compared with 1922; over the year 1923 the returns showed a gain of 6 per cent. The figures of 1925 showed a continuous upward tendency. Among the countries which took this industrial machinery were Germany, England, France, Belgium, Sweden, Italy, Argentina, Chile, Canada, Mexico, Japan, China, etc.

Here, again, an anomalous situation has developed. The exports of industrial machinery create a new type of competition for many lines of American manufacture. In effect, certain classes of American manufacturers are thus giving other American manufacturers the severest competition which they have to face.

What are the compensating factors in this general tendency? The question naturally arises: Will American exports be reduced? If not, what does the future have in store? It will simplify things to deal with this side of the matter as we have done in describing the various kinds of competition. Let us take them up one by one.

1. *Increased cost of manufacturing abroad*

It can be asserted that in many countries the cost of production is rising. At this time, in the case of Germany, for instance, because of scarcity of capital, higher taxes, etc., many items which were formerly sold at low prices are no longer competitive in the world's markets. This does not apply to everything that Germany produces, but it is certainly true in the case of many articles. Another country

with a steadily rising cost of manufacture is Japan.

2. *Mass production*

An analysis of the exports of American manufacturers reveals numerous interesting facts. In those instances in which methods of mass production have been introduced, the exports, in spite of competition, have permitted a continuation and rapid expansion of our foreign trade. Notable examples of such articles are automobiles, typewriters, adding machines, and other typical American specialties. It is also true of staples such as drills, yarns, etc.

3. *Creating demand for quality goods*

Great hope for the future lies in the continuous stressing of quality vs. price. Not that price is a negligible factor—quite the contrary. In almost every market of the world there is both a price and a quality demand. The result is that if proper methods are used to prove the economies in the use of quality merchandise, tools, machinery, etc., which must be sold at higher prices, a permanent demand may be created.

4. *Use of automatic machinery*

In spite of the fact that increasing quantities of American industrial machinery of the most efficient types are being exported, it can be safely asserted that in the employment of such equipment the advantage still rests with the United States. Americans have a "flair" for this sort of thing. With intelligent leadership and management this advantage can be retained. Many specific instances could be cited. One of the most interesting is that of a certain textile mill in the United States. In 1923 this mill employed 1,150 hands; in 1926 the number of employees is only 775. The output has been substantially increased. A rearrangement of work and the use of labor-saving machinery have made this enormous saving possible. The latest types of automatic looms are employed. The number of skilled operators is relatively small, and unskilled labor for work not requiring skill is now

Boston Evening Transcript

What Its Readers Want

Newspapers are bought because they supply what their readers want. The number who want a paper such as the Transcript will always be a rich field for advertisers—for the discrimination which they exercise in the selection of their newspaper extends through their ordinary purchases, and makes them well worth reaching with your story.

National Advertising Representatives

CHAS. H. EDDY CO. R. J. BIDWELL CO.

Boston New York Chicago San Francisco Los Angeles

TYPOGRAPHIC TALKS—NO. 2]

WHEN TYPE IS USED WELL

ADVERTISEMENTS vary in amount of space and copy, the kind of art work employed—and in many other particulars as well.

But good typography can combine these elements into an advertisement that is both inviting to the eye and easy to read—and thus project the message directly into the reader's consciousness.

WIENES TYPOGRAPHIC SERVICE · NEW YORK

used. The result is that the unit cost of production is very much less than would be the case in almost all foreign mills on the same class of goods.

5. *The importance of service*

American manufacturers in many lines have long realized the value of after-sale service. They have applied the same methods, with the necessary modification, to foreign markets. They have made possible the almost instantaneous replacement from local stocks of necessary parts, repairs, etc. This is an advantage which can not only be retained but considerably increased. The tendency to maintain stocks abroad is growing. So, too, is the establishment of American branch houses for wholesale distribution. Another development is the establishment of plants for assembling automobile trucks, etc.

6. *Improved merchandising methods*

A still further advantage is the application to foreign trade of the improved methods of merchandising for which the great American firms are famous and to which they are paying so much attention. These include a thorough knowledge of every detail connected with the distribution of their goods. A steady insistence upon the reduction of costs of distribution, based on minute knowledge of market conditions, will make it possible, in many cases, to overcome the advantages of local manufacturers, and even to "jump" protective tariffs. In this connection the value of advertising of the most efficient type should also be stressed. Another invaluable aid will be a more liberal attitude toward credit and the extension of long credits when this is necessary. Sales on the instalment plan, that is, partial payments through companies organized for that specific purpose, are likewise proving beneficial.

7. *The value of prompt service*

The advantages of proximity to some markets enjoyed by certain countries, notably in Europe, have been overcome by enterprising American firms in many ways. In

Let's Look Facts In The Face

How foolish to say that all advertising is profitable! Losses occur in advertising as in every other undertaking. The most successful advertisers of today have met with failure at one time or another, but have tried again, and profited by their experience. Costly mistakes can be avoided by mixing common sense with experience.

Advertising is a mighty force, but it can be misdirected. We keep this thought constantly before us.

SMITH, STURGIS & MOORE, Inc.

General Advertising Agents

Brokaw Building, 1463 Broadway at 42nd St.



mounts the lineage

of the

NEW YORK

EVENING GRAPHIC

Member A. B. C.

Jan. & Feb. 1925—198,282 lines
Jan. & Feb. 1926—491,068 lines

147% GAIN

in advertising

The New York Evening Graphic is but a year and a half old. Its growth has been unusual. Its advertising lineage has grown by leaps and bounds. The reason is plain.

Advertisers are not using the columns of the New York Evening Graphic without a motive. Advertising lineage does not increase UNLESS RESULTS FORCE THE INCREASE.

This is the story—

Advertisers use the columns of this newspaper because it has become such a factor that it PAYS.

You can use—YOU SHOULD USE the New York Evening Graphic for the same reason.

H. A. AHERN, Advertising Manager
BERNARR MACFADDEN
Publisher
25 City Hall Place, New York (Franklin 3900)
POWERS & STONE, INC., Western Representatives
250 Park Avenue, New York First Nat'l Bank Bldg., Chicago

"A human interest Newspaper"



Here's a Sign

IN thousands of places, scattered over many states, you will find this Socony sign smiling brightly, withstanding heat and cold, rain and snow, and the hard wear and tear of years of usage.

DuraSheen Porcelain Enamel Signs are unlike ordinary signs. They *never* rust, warp, nor peel. Each sign is made of highest grade porcelain, fused into heavy sheet steel at 1800°

Day in, day out, for years, the brilliant colors of DuraSheen Signs remain undiminished, forever inviting friendly attention to your product. Write today for complete details.

The BALTIMORE ENAMEL & NOVELTY COMPANY

MT. WINANS
BALTIMORE, MD.

200 FIFTH AVENUE
NEW YORK, N. Y.

Important!

All advertising space is valuable. None is more valuable than the space your signs occupy on your dealers' premises. None is harder to obtain. None so near the point of sale! It pays to supply dealers with the best signs the market affords —the best in wear and tear, in readability, visibility, and attractiveness —in other words, with DuraSheen Life Time Porcelain Enamel Signs.

DuraSheen

Porcelain fused into Steel —

Lifetime Signs

this direction there is room for still greater development. It includes the use of cable, radio, and airplane service to expedite correspondence and the travels of our salesmen. The carrying of stocks at the factories and mills from which to fill orders quickly, thus permitting the foreigner to purchase smaller quantities and insure a more rapid turn-over, etc., are items in this program.

8. *The development of new markets*

American manufacturers may base their hope for the future of export trade on still another ground. It is the search for and the opening up of new markets with potential possibilities for business. Though the demand at the moment may seem insignificant, the future possibilities will amply warrant pioneer work. No market should be despised because it is small. The rapidly improving economic situation of millions of the world's people offers, in many lines, a magnificent assurance for future consumption. This is true of non-industrial countries, as also of those which are rapidly becoming industrialized. Indeed, this fact was especially evident upon a recent visit to the Near East. Countries such as Persia, Irac, and Sudan, etc., are becoming increasingly important.

9. *Export of American capital*

The increasing investment of American capital in foreign countries can be made an important contribution to American export trade. American manufacturers should insist upon the greatest possible use of American machinery, equipment, tools, materials and supplies. Foreign countries have found their investments in other lands important means of increasing their export trade. Until very recently little attention has been given by American manufacturers to this feature. Yet the construction of bridges, railways, etc., can all materially contribute to our foreign trade.

10. *Interchange of experience by American exporters*

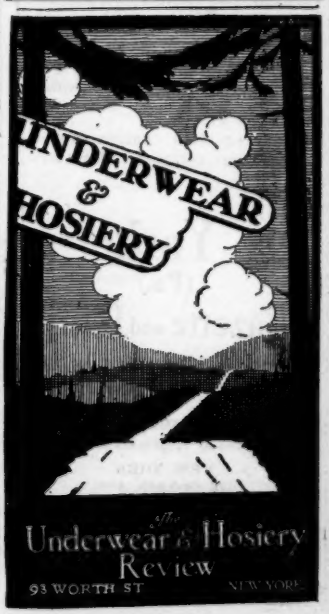
There is no royal road to success

we

can tell the story of your house, your goods, your service, as it ought to be told. Ask us for evidence.



CURRIER & HARFORD Ltd
Selective Advertising
468 *Fourth Ave. N. Y. Cal.* 6076



York County, Penna.

High news and advertising ideals rigidly adhered to for years have created a reader confidence invaluable to advertisers whose copy is accepted.



1. York is the 14th county in the United States in agricultural wealth.
2. Two-thirds of the personal property tax of the county comes from outside its largest city.
3. Over 97% native born white (U. S. Census, 1920).

York (Pa.) Gazette and Daily

(Covers the whole field completely and intensively)

Howland and Howland

National Representatives

NEW YORK
393 Seventh Ave.
CHICAGO
360 North Michigan Avenue
PHILADELPHIA
Ledger Building

in exporting. There are no hand-picked, "sure-fire" methods applicable to every market and for all articles. The best selling plan adapted to a given set of circumstances, regardless of one's theories, must be found. Interchange of experience will become increasingly important. American export trade owes its present development largely to the educational value of great numbers of foreign trade meetings and discussions of practical problems during these many years past. The value of conventions such as the present one as a stimulus to export trade cannot be over-estimated. Mention should likewise be made of the invaluable work of the Department of Commerce.

11. *The use of a bargaining tariff*

There is one weapon of which Americans have not yet availed themselves in the struggle for world business. It is a bargaining tariff. Properly drawn and intelligently used, it could be successfully employed to insure markets for many American products which might otherwise be excluded from foreign markets.

12. *The general expansion of trade*

One very important fact must never be lost sight of: Although competition may be greater the general expansion of the world's trade goes steadily on. The consequent demand for goods and manufactures will keep pace with competition. The natural result will be that the general volume of business available will be as great as ever before. Although some lines may suffer in certain countries, and although the character of our exports may be altered, there is no reason to look for a falling off in the grand total.

M. L. Seigel Advanced by Dreier Iron Works

Michael L. Seigel, of the Dreier Iron Works, Inc., New York, manufacturer of Dreier Safety Coal Hole Covers and Tread Stair Plates, has been appointed advertising manager. A direct-mail campaign to cover the building trade has been started by this company.

Modes & Manners

Announces

Its Next New District

Huntington

The most selective list of homes in the city of Huntington, West Virginia and territory contiguous thereto will be added to Modes & Manners appointive circulation in June.

Selection of circulation for this new district will be made from the preferred charge account list of Anderson, Newcomb Co., an institution of unquestioned quality in the retail world.

With June Modes & Manners will enter into its third year. An announcement worthy of "celebration" is being prepared.

In the meanwhile advertising is still being accepted at previous rates based on 200,000 circulation.

Every Copy of Modes & Manners goes by mail, every issue, to selected homes of known buying power.

Modes & Manners

PUBLISHED BY STANDARD PUBLISHING CO.

New York - Chicago - Paris

AMOS H. WEIGEL, *Business Manager*

JOHN R. REILLY
Western Advertising Manager

JOSEPH C. QUIRK
Eastern Advertising Manager



A COUPON

for Agencies and Advertisers in Greater New York

WE are giving you advertising folks a dose of your own medicine *—with your permission!*

This coupon is your opportunity to make the acquaintance of a printing house that doesn't claim to know more about advertising than you do—a printing house that feels that its one big job is to furnish its customers with *printing that sells*,—quality work at quantity prices.

Such an organization is Braunworth & Company —and the coupon is below.

BRAUNWORTH & COMPANY, INC.
60 BROADWAY
BROOKLYN, N. Y.
Telephone Stagg 6300

BRAUNWORTH & COMPANY, INC.,
60 Broadway,
Brooklyn, N. Y.

You may come and talk to us about printing.

Name .....

Address .....

Getting the Most Out of Return Cards

Two Interesting Plans Developed by a Large Advertiser Which Proved Highly Resultful in Increasing the Number of Returns and in Securing Valuable Mailing List Corrections.

"SHOULD return cards be stamped?" This question was asked and partly answered in the March 11 issue of PRINTERS' INK, but one important phase of this question was not mentioned in the Editor's note, namely, the securing of maximum return for the amount invested in the return cards, a large advertiser says. After making that statement he gave the information on how he had secured maximum returns. That information, summarized, reads:

A recent mailing to a selected list of 7,000 merchants put before these dealers the desirability of using certain imprinted envelope enclosures. A multigraphed, carefully filled-in letter told in simple fashion the story of the profit in the article described in the envelope enclosure, and suggested that many sales would result from the regular use of the circular with all outgoing mail.

The dealers to whom the letter was sent would not be very likely to order the enclosures, even though imprinted with their name, unless it was made easy for them to order by enclosing a return postcard, stamped and easy to fill in. The unusual thing about this particular mailing was that instead of leaving a space in which the dealer could write his name and address, a blank space one inch high by three inches long was lined out on the bottom of the back of the card, and in this space the dealer's name and address was printed, all this work being done at the time the envelopes were addressed on the duplicating machine.

Right above this space was printed in bold letters: "Is Your Name and Address Correct?" The returns of the card amount to about 40 per cent of the entire

Los Angeles Circulation Test

Local Los Angeles advertisers forever keep in mind that home-delivered circulation counts double. They know that the city, due to its swift growth, contains an extremely large percentage of newcomers, and that these new arrivals exert no shopping influence on the community whatever. Unaccustomed to the climate and fearful of purchasing things unsuited to local needs, they invariably consult with permanently-located friends, or, in the case of small purchases, buy whatever the dealer hands out.

Los Angeles is thus a market where home-dwellers decide for everybody, hence the necessity of "selling" this group. To ascertain the home-delivered coverage of local papers, business firms conduct frequent tests, not that there ever is a doubt as to which paper will rank first, since Los Angeles Times' leadership is overwhelming, but mediums supplementary to The Times may vary with the season, conditions, or politics.

In the most recent test, conducted during February 1926, the Delco Light Company mailed out 400 return postals to people who had purchased their FRIGIDAIRES. The names of all six Los Angeles newspapers were printed, and customers asked to check those received at their homes. Out of the 129 households responding, 86% were subscribers of Los Angeles Times. The complete tabulation showed—

Number of Copies of Each Los Angeles Newspaper Delivered at the Homes of 129 Frigidaire Customers

Los Angeles Times	**111**
First Afternoon Paper	40
Second Afternoon Paper	36
Second Morning Paper	29
Third Morning Paper	11
Third Afternoon Paper	2

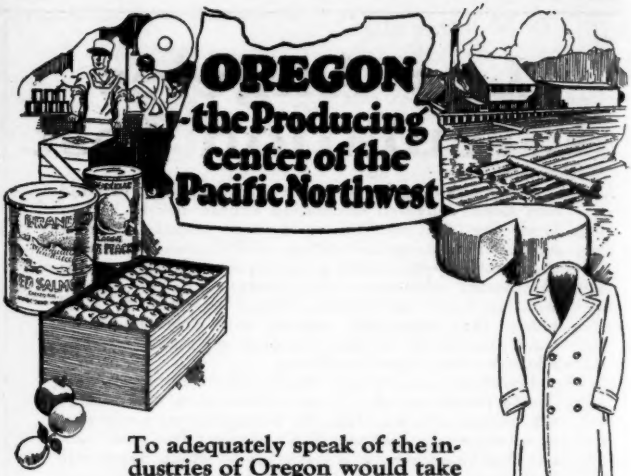
Los Angeles Times leads in home-delivered circulation in Los Angeles, in California, and on the entire Pacific Coast.

Los Angeles Times

Eastern Representative

WILLIAMS, LAWRENCE & CRESMER CO.

360 N. Michigan Blvd., Chicago 225 Fifth Avenue, New York



To adequately speak of the industries of Oregon would take a whole volume. It has vast natural resources, and its allied industries are without number.

Such staple products as Hood River Apples, Tillamook Cheese, Columbia River Salmon, Western White Pine, Douglas Fir, wool, pears, prunes, wheat, etc. are world famed.

The prosperity of Oregon is reflected in the steadily increasing payrolls and in the general prosperity that marks this Eden of the Pacific Northwest.

There is a vast potential market for advertisers in Oregon.

Use the Oregon Journal to sell Portland and the prosperous Oregon market, the paper with the greatest intensive coverage, and the lowest milline rate.

Oregon Journal

BENJAMIN & KENTNOR COMPANY, *Special Representatives*

900 Mallers Bldg. Chicago Ill.

2 West 45th St., New York, N. Y.
401 Van Nuys Bldg. Los Angeles, Calif.
58 Sutter St., San Francisco, Calif.
1524 Chestnut St., Philadelphia

list, and many corrections were indicated in the addresses, names or initials. Thus the return card served the double purpose of order blank and verification of address.

Another slightly different use of the return card was made in connection with the mailing of a book on "Selling Ideas for the Dealer" where the duplex type of envelope was used, with a dealer catalogue in the large envelope, and a multigraphed letter in a first-class envelope pasted or attached to the front of the large envelope. The letter enclosure was addressed simply "To Our Dealers." The address for each envelope was placed on the reverse side of a stamped return postcard, in such a position as to make this address visible through the window on the letter. At the top of this postcard were listed certain of the more important of the new dealer helps illustrated in the book enclosed, such as new window displays, new cuts and complete advertisements for newspaper work, and other interesting material. Space was left in front of each item listed, so that all the dealer had to do to secure the material he required was to place checks in the right spaces and mail the card.

As in the first case described above, the address printed or stenciled on the postcard served as a check on the mailing list, as well as saving the time and trouble necessary when the dealer has to write out his name and address.

Another important point in connection with these cards is that the stenciled address is perfectly legible, whereas more often than not the usual hand-written name and address are not readable.

James W. Bell Dead

James W. Bell, president of James W. Bell & Company, Chicago, publisher of the *American Poultry Journal*, died at LaGrange, Ill., on March 26. Mr. Bell entered the employ of C. J. Ward, founder of the *American Poultry Journal*, in 1887. He was with that publication continuously for thirty-eight years.

Crane Company Sales Increase

There was a 12 per cent gain in the sales of the Crane Company, Chicago, plumbing and heating materials, for the year 1925 over the previous year, according to R. T. Crane, Jr., president. Net income last year amounted to $83,693,353.

William F Howard

Addressing · Folding · Multigraphing
Mailing

225-227-229 East 38th Street
NEW YORK

Telephone LEXington 8079

Large Working Space—Extensive Equipment—
Dependable Supervision

As Near 100% Accuracy As Is Humanly Possible

Doing the Thing Right Eliminates
Waste and Lessens Your Cost

CAPACITY 300,000 A DAY WITHOUT RUSHING

How Would You Write a Salesman—

Who Was So Busy with Desk Work He Had No Time to Call on the Trade?

By B. J. Williams

Director of Sales, The Paraffine Companies

MY DEAR GRAY:

I have your letter of the 18th. Now may I offer some friendly criticism and constructive suggestions to you in connection with your work; not with reference to your attitude of mind, because I know that you are absolutely loyal to the company and I believe you are absolutely loyal to me personally—moreover I am sure that everything you do you believe to be for the best interests of the company. However, there are some points where you are falling down unwittingly. Now I know as I go over some of these matters you will be disposed to question my attitude and resent my criticism because you think that all you do is necessary, or you would not do it.

Aside from every other consideration, I wish you would take me on faith. I shall be perfectly willing to take the responsibility for everything that happens as a result of following my plans instead of your own. Now with this preliminary let us proceed:

Years ago, I was associated with the most sincere and conscientious man I ever knew. He made it his business every morning to open personally every piece of mail that came in. I suggested to him one morning, that it seemed to me that he was burdening himself unnecessarily—that one of the boys might do this, but he said: "No, it is too important. Many of the letters contain checks which might go astray if handled by a boy."

I believe that you are just as honest and sincere as this man was, and that you have the company's interest just as much at heart as he did, but that you are making the same mistake in attempting to do personally the things that could be as well or better done by some of the young fellows around you; thus leaving *your* time available for larger and more important matters.

The duties of the men there have been carefully mapped out, including your own; and the responsibility for properly performing these duties should be clearly put up to each of them. If they fall down, or do not measure up we must consider the matter of replacing them.

When you are in . . . there should be no necessity for you to go to the office more than once a day. This may be in the morning, or in the evening, or at noon as you might prefer; but you should go there and then get out on the trade. The thing you must get into your mind is that you are being paid for selling *goods*—and that your value to the company depends on that; and that if you do not sell enough goods, no matter what else you do, or attempt to do, you will not be "filling the bill." It is not, and should not be necessary for you to be there to answer every little call or inquiry from the jobber or other customer—let the boys do that, and in matters that are beyond them they can consult you.

You cannot expect these boys to grow unless you put responsibility upon them. My practice is to load on to each as much responsibility as he can carry. You cannot get orders in the office. This has been our trouble here—to keep the men out on the trade. Suppose something *does* go wrong while you

---

Seventh and last of a series of letters written by Mr. Williams to his salesmen. The other six were published consecutively in the last five issues. A previous series appeared in PRINTERS' INK during the latter half of 1924.



THE INVISIBLE LABEL

SWISS watches, Parisian gowns, English leather goods, Dresden china, Venetian glass—each carries a visible label, the craftsman's mark of pride and the guarantee of quality and worth. As a result, *acceptance* of this merchandise has unconsciously been established in the public mind.

Behind the printing which has entitled New York City to rank as the Printing Centre of the World is the Invisible Label. And while it is impractical for printing craftsmen actually to impress this label on their work, the work itself is tangible evidence of the Invisible Label's presence.

For the value is not in the label itself, but in its significance—the printing skill, the Quality, Completeness, Craftsmanship and Service that give it meaning. The Invisible Label is the label of Quality. It says: "Here is printing intelligently produced *for the purpose it is to serve*, by men who know how to do their work well in the Printing Centre of the World."

If you will tell a New York City printer enough of your problem to enable him to give you the benefit of his experience and knowledge, and make him feel that he is working, not only for you, but *with* you, you may count on receiving printing with the impress of the Invisible Label.

This is the sixth of a series of messages in which you, a user of printing, are made better acquainted with the New York City printer and his tremendous capacity to serve you.

New York Employing Printers Association, Inc.
and Allied Industries

ARE you getting the most out of your typographer in the way of cooperation, speed and economy? Other progressive agencies and advertisers are getting it here.

SCHMIDT & LEPIS
Typographers • Printers
240-248 WEST 40th STREET
NEW YORK CITY
Pennsylvania 7210-7211



Commercial ART

IS ONLY AN *Orphan Annie*, IF IT ISN'T CLOTHED & FED BY IDEAS. WE ARE NOT SELLING A PACK OF PENCILS BUT A STACK OF IDEAS

"Idea Creators not just Illustrators"
MARTIN ULLMAN STUDIOS *Inc.*,
250 PARK AVENUE
VANDERBILT 4563
NEW YORK

are away—I am quite sure in my own mind that nothing that went wrong would lose us the amount of business that you would be able to obtain if you were out steadily from morning to night on the trade—anyway, we are willing to take the chance.

I am notifying everybody about this office that they are to refer to you only matters of importance—all routine matters are to go to the persons to whom they belong. Of course, copies of all letters will go to you so that you will be informed, but you must not take your position too seriously and you must not assume so much responsibility that it is necessary for you to be around the office so large a part of the time. Your salvation, Gray, depends upon your getting out on the trade. Under no circumstances should you spend to exceed a half day a week in the office during business hours.

I would like to have your assurance by return mail that you will begin immediately working along these lines.

Yours very sincerely,
B. J. WILLIAMS.

Larger Campaign for Dr. Scholl's Zino-pads

In a business-paper announcement, The Scholl Manufacturing Company, New York, states that this year's advertising for Dr. Scholl's Zino-pads will be the "biggest, broadest and most intensive program in the history of this institution." The advertising budget calls for the use of seventy-two magazines and 500 newspapers.

Cuban Fees on U. S. Parcel Post Removed

The Cuban Post Office has abolished the charges formerly imposed on parcel post packages sent from the United States. Such packages were subjected to a storage charge after ten days, although parcels sent from European countries were not subjected to extra charges.

A. T. Freer with Illinois Refrigerator Company

Arthur T. Freer has been appointed sales manager of the Illinois Refrigerator Company, Morrison, Ill. He was recently sales manager of the Burlington Basket Company, Burlington, Iowa.

Good copy may be short or long, elaborate or crisp. To determine the style requires a thorough knowledge of its objectives. To gain that knowledge is a prerequisite of our copy work for each of our clients.



BARROWS, RICHARDSON & ALLEY

ADVERTISING

NEW YORK OFFICE:
19 WEST 44th STREET

BOSTON OFFICE:
77 FRANKLIN STREET

Confidence

—the basis of all selling

THERE is a definite relation between the amount of your products sold and the confidence the public has in you and in what you have to sell.

The readers of the *National Weeklies* are just as eager to buy as those who read other publications. But to sell the German you must reach him in his own language—it begets confidence and helps sell your products.

The *National Weeklies* are the short route to a market of 250,000 financially able to buy German American families living in country towns and on farms.

Let us tell your story for you—we can do it better.

NATIONAL WEEKLIES

Haus und Bauernfreund
National Farmer

WINONA, MINN.

America Herold
Lincoln Freie Presse

W. A. DOPKE, *Adv. Mgr.*

Representatives:

NEW YORK	CHICAGO	KANSAS CITY	MINNEAPOLIS
Louis Klebahn	A. T. Sears & Son	E. A. Samuelson	G. A. Bydal
280 Madison Ave.	1354 Peoples Gas Bldg.	305 Coca Cola Bldg.	355 Loeb Arcade

Rules Advertising Contracts Must Be Fulfilled

In affirming the opinion of a lower court, the Appellate Division of the Supreme Court at New York recently held that the common form of advertising contract between publishers and advertisers is binding upon the publisher. It also held that upon a breach of the contract, the advertiser is entitled to recover the loss sustained by him in obtaining an equivalent amount of advertising by the next available means, whether by publishing the advertisement in another magazine of the same character or by circularizing the trade.

This decision was the result of a suit by Benjamin Mindlin, a wholesale druggist, who sued to enforce an advertising contract with the Druggist Circular, Inc. The contract was to the effect that the publisher was to insert the plaintiff's advertisements in twelve issues. During the trial it was learned one of the reasons for not fulfilling the contract was the fact that several of the defendant's advertisers had objected to the advertisements because they considered them demoralizing to the trade since the plaintiff was offering merchandise far below the prices charged by them.

The contention of the plaintiff that the contract obligated the defendant to publish the advertisements for the entire period named was upheld by the court. The court allowed the plaintiff to recover the amount spent by him in circularizing the trade in an attempt to procure an equivalent amount of publicity which would have been his had the advertisements been published.

Cleveland Real Estate Campaign Started

The Cleveland Real Estate Board is to start an advertising campaign on April 1 which will run until November 15. The campaign calls for an expenditure of $75,000. Newspapers and outdoor advertising will be used.

The campaign aims not only to sell real estate but to point out the advantages and benefits of Cleveland as an industrial and residential centre. The Richardson-Briggs Company, Cleveland advertising agency, is directing this campaign.

National Department Store Sales Gain

The report of the National Department Stores, Inc., for the year ended January 31, 1926, shows net sales of $79,455,118, against $74,368,556 for the previous fiscal year. Net profits, after charges, were $2,317,552. This compares with $3,032,317 in the year ending January 31, 1925.

Joins New York "World"

Robert P. Norris, formerly with the New York *Times*, has joined the national advertising department of the New York *World*.

4 Reasons Why—

The Billboard **is the leading theatrical and show world paper in America.**

1. **Has the confidence of the actor.**
2. **Largest circulation and only *A. B. C. Member* in the show field.**
3. **Covers every phase of the field of amusement.**
4. **Produces more inquiries than any similar paper.**

The Billboard Pub. Co.
1560 Broadway, New York
Cincinnati, Ohio
Chicago Philadelphia
St. Louis Kansas City

SPECIAL OFFERING

10,000 Envelopes
6¾ 3X including printing
$1.60 per 1,000

5,000 Envelopes
$1,80 per 1,000
Delivered

Other envelopes proportionately low. Cash with order unless rated.

Greenwich Envelope Co.
INCORPORATED
318 Mott St., New York, N.Y.
MAIL ORDERS FILLED ALL OVER U. S.

We issue a monthly Price List. Send for it. It is a great money saver.

Place thru Collegiate

Thirteen years' experience in planning and placing college and high school paper campaigns makes the Collegiate Service invaluable to advertisers and agencies. Handle student paper advertising as a single unit.

Give us a blanket order.
Let us arrange schedules.
Get one bill for all space used.
Get accurate college town sales plans, maps, etc.
Have your copy passed upon before making plates. (This service is invaluable, especially if you are preparing copy for use in the women's college papers.)

No charge for service. We guarantee that advertisers and agencies receive from us the same rates they would from the papers direct.

Ask Us Anything You Want to Know About the College Market

CSAA

Established 1913
COLLEGIATE SPECIAL ADVERTISING AGENCY, Inc.
503 Fifth Ave., New York
37 So. Wabash Ave., Chicago

"Flyers" not encouraged

Generally, the short spurt, the sudden flash, avails little, and the moderate appropriation is more profitably invested in repeated appeals of modest cost, in trade papers or by direct-mail: either or both. (If we knew something of your problems, we could be more definite.)

Corneil Ridderhof
Advertising
Times Building
New York

Enabling Salesmen to Own Their Own Cars

THE SPERRY & HUTCHINSON COMPANY
NEW YORK

Editor of PRINTERS' INK:

Will you please let me have all of the information, or tell me where I may get such information, relative to the policy of various concerns operating on a national basis, with regard to allowances made to their field representatives for their own automobiles?

THE SPERRY & HUTCHINSON COMPANY,
L. B. PATTEN,
Advertising Manager.

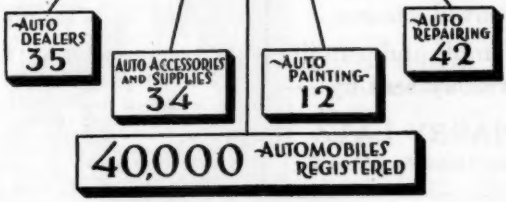
THE question of providing salesmen with their own cars has in the past been a troubling one to many employers. Various methods have been tried. The present policy is to have the salesman become the owner of the car that he uses in making his calls. This puts the responsibility of keeping up the appearance and condition of the car on the man himself, and thus protects the house against the consequences of carelessness or misuse. The house finances the purchase of the car, according to the most convenient arrangement, but the price is charged to the salesman's account and he is required to pay back the principal, either by a percentage out of his earnings or periodic instalments. The cost of the mileage is assumed by the house, allowances being made on the basis of five to ten cents a mile, depending on the condition of the roads in the salesman's territory and its extent.

The whole process is greatly facilitated provided that the matter in the first place is presented to the salesmen in the right way. If the men are thoroughly "sold" on the idea of the convenience, economy, and greatly increased earnings and efficiency possible through the use and ownership of their own cars, they are usually eager to accept the plan. Details of various methods now in use have appeared from time to time in PRINTERS' INK and PRINTERS' INK MONTHLY. A list of these articles is available to any subscriber.—[*Ed.* PRINTERS' INK.

Theodore Rosenwald, Jr., formerly of the New York *Times*, has joined the copy staff of Alfred J. Silberstein, Inc., New York, advertising.

A Great Automobile Market

LONG BEACH
CALIFORNIA



THEN consider, too, that the Press-Telegram is regularly read in 90% of the homes in Long Beach, and you will realize why this newspaper is a preferred medium for selling wares of broad consumer appeal.

Press-Telegram

.....NATIONAL REPRESENTATIVES.....

IN NEW YORK
WILLIAMS, LAWRENCE & CRESMER
225 Fifth Avenue

ON THE PACIFIC COAST
M. C. MOGENSEN & CO.
San Francisco — 564 Market St.
Los Angeles — 723 Title Insurance Bldg.
Seattle — 212 Madison St.

IN CHICAGO
WILLIAMS, LAWRENCE & CRESMER
360 North Michigan Avenue

TENS OF MILLIONS

of pieces of Direct-Mail yearly reach the wastebasket before being really read by their recipients.

THE CURE for this wicked waste is the LATZ LETTER, that sure-to-be-read-and-saved missive.

Sample and pamphlet readily sent by:—

HARRY LATZ
Alamac Hotel, New York City

Increase Your Sales

Let Us Send You This 212-Page Book of Advertising and Selling Ideas

YOU are interested in Advertising. Because you are, we can talk to you in your language and ours.

Anything that can be advertised, can be advertised by mail. Anything that can be sold, can be sold by mail. There is nothing a salesman can say about a product that cannot be written and printed.

The October 1925 number of *POSTAGE* has been acclaimed the finest Direct-Mail Magazine ever published. It contains 64 articles on Advertising and Selling. We want to send you a copy of it. The price is 50c. If you like this number well enough to subscribe for the magazine for a year at $2.00, the charge of 50c will be cancelled.

If after you have read the magazine you do not think it worth 50c, YOU PAY NOTHING. YOU TO BE THE SOLE JUDGE.

Just clip the heading of this advertisement and pin it to your letterhead. We will send you the above 212-page book of Selling Ideas by return mail, with bill for 50c. You can decide whether or not to pay the 50c.

POSTAGE
The Monthly Magazine of
DIRECT-MAIL SELLING
Letters, Booklets, Folders House Magazines, Catalogues, etc.
18 East 18th St. New York City

Laundry Pays Tribute to Horse in Copy

Just before the annual dinner of the Road Horse Association of New Jersey, an organization of lovers of the harness race horse, the Imperial Laundry Company, of Newark, N. J., used space in newspapers to pay a tribute to the horse.

A part of the text praised the Road Horse Association of New Jersey and told of the work that the association is doing to keep up interest in the horse by the matinee races which it sponsors at Newark. The laundry explained that it takes pride in the work of the association because the officers of the laundry are actively connected with it.

The remainder of the advertisement discusses horses in general, the horses that the laundry has used in the past and present and the race record of Peter Etawah, 2.04¼. Peter Etawah is owned by the officers of the Imperial Laundry. At the top of the advertisement a picture of the finish of a race which Peter Etawah won, is reproduced.

Trade Commission Dismisses Royal Baking Powder Case

The Federal Trade Commission has dismissed its case against the Royal Baking Powder Company. This case is the culmination of the controversy of long standing within the baking powder industry as to the relative values of alum and cream of tartar baking powders. It has had the consideration of the Commission for about five years. It is doubtful, however, that the dismissal just issued will end it, for the general counsel of the Commission has asked that the dismissal be set aside.

The petition also prays for a rehearing of the case, and the issuance of an order to cease and desist. A hearing on the general counsel's motion will be held on April 5, according to latest reports.

C. F. Idema with Welch-Wilmarth

Chester F. Idema, recently secretary-treasurer of John L. Wierengo & Staff, Inc., Grand Rapids, Mich., has been made advertising manager of the Welch-Wilmarth Corporation, show case manufacturer, also of Grand Rapids.

A. H. Jaeger with Leonard Refrigerator Company

A. H. Jaeger, for several years with the Edison Electric Appliance Company, Chicago, has joined the Leonard Refrigerator Company, of that city. He will have charge of sales work in association with F. A. Harvey, vice-president.

E. B. Mudgett with System Service & Supply

E. B. Mudgett, formerly with the George A. Carr Company, has been made a member of the firm of the System Service & Supply Company, New York, bookkeeping machine equipment.



Every parcel shipped by mail has money value

NORTH America Parcel Post Insurance does not cover currency sent through the mail. Yet every package mailed is money in an equally losable form. Insurance is your only protection against financial loss on packages, and a North America Coupon Book represents dependable insurance in its most convenient form. Wrap a North America Coupon in every package and you are assured of satisfactory adjustment without red tape or delay. Ask your insurance agent, or write for complete information.

Insurance Company of North America

Founded 1792

PHILADELPHIA

"The Oldest American Fire and Marine Insurance Company"

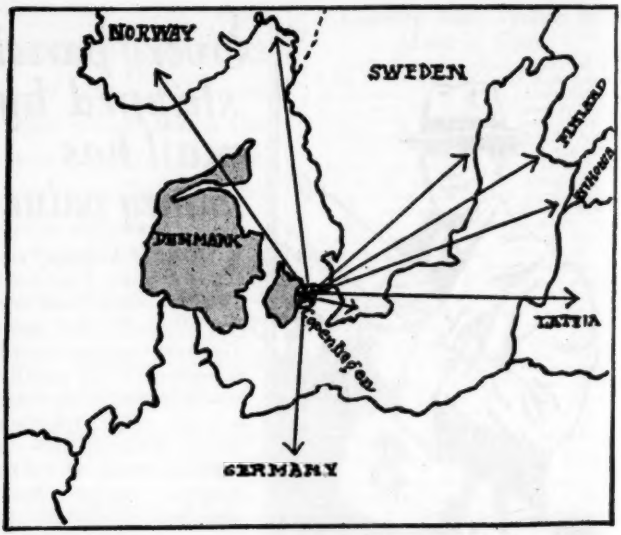
Insurance Company of North America
Sixteenth Street at the Parkway
Philadelphia, Pa., Dept. W41

Name .....

Street .....

City ..... State .....

Wants information on Parcel Post Insurance



A great trade center

COPENHAGEN

¶ The Free Port of Copenhagen, capital of Denmark, is the *central point* for the distribution of American products in Scandinavia.

¶ Copenhagen, the shipping center of the Baltic, is the Key to the prosperous Danish market.

¶ BERLINGSKE TIDENDE, founded in 1749, is still the dominating medium in this fertile field. This is amply proven by the fact that it is foremost in commercial, financial, shipping, classified and display advertising, leading its nearest competitor by a wide margin.

For further information regarding Denmark, address

S.S. KOPPE & CO., INC.

Publishers' Representatives

TIMES BUILDING, NEW YORK

Bryant 6900

Mr. Ford Sells Coal

Romance as Well as Sound Business in This Latest Move of Motor King

THE FORD MOTOR COMPANY owns some extensive coal mines in eastern Kentucky. The mines are operated primarily to supply inexpensive and always available fuel for the company's motor plants in Detroit where it is shipped by the trainload.

Mr. Ford needs much lumber and ore. This he gets from northern Minnesota and Michigan. He ships it to Duluth mainly by rail. He owns a line of boats which are constantly engaged in carrying the lumber and ore from Duluth to Detroit.

Now, then, Mr. Ford digs more coal in Kentucky than he can possibly burn in Detroit. But he needs to keep his mines working at capacity so as to cut down production cost.

The farmers of the Northwest burn coal, and Mr. Ford decided that he might just as well sell them the surplus that he does not shovel into his Detroit furnaces. Therefore he worked out an interesting merchandising scheme.

This is what he does:

After his boats from Duluth have unloaded their cargoes of lumber and ore, he fills them up with his Kentucky coal and sends them back to Duluth on their return voyage. They have to go back anyway to get more lumber and ore, and so why should not Mr. Ford make a little money on the northbound trip which otherwise would be a dead expense? He could see no reason why he shouldn't and he does.

The boats are lumber and ore carriers one way and coal carriers the other. This means that it costs relatively less to transport the lumber and ore, or that the coal is carried free, depending on which way you want to figure it.

From Duluth the coal is sold and shipped to local coal dealers in the two Dakotas, Michigan and Minnesota. The local Ford agents (and where isn't there one to be found?) do the selling to the coal dealer and this means that it is done well. The coal dealer in turn retails it out to his trade.

But Mr. Ford does not stop at distribution. He regards the fuel not merely as coal but as Ford coal and creates a demand for it as such.

He advertises in farm papers, telling prospective users that his coal is of uniformly good quality, that he has a size for every use and that the farmers who want to buy it can be sure of a continuous supply at a minimum cost. He also suggests to the farmers that they ask their dealers to sell them Ford coal—and to stock it if they have already not done so. The suggestion takes hold quite rapidly, as Mr. Ford is not at all unpopular with the farmers.

There are always huge piles of the coal on the Ford docks at Duluth because, as previously explained, the boats work steadily and regularly. So do the Kentucky coal mines—likewise the lumber mills and ore mines, as well as the factories where the well-known vehicle and the Fordson tractor are made.

Thus the economic transaction is complete and there is the maximum saving that can be realized through volume, capacity production and elimination of waste.

Chain Store Organization to Sell Tires and Accessories

The Rhino Tires Stores, Inc., St. Louis, has been organized, under the laws of Delaware, to operate a chain of retail stores throughout the country, dealing in automobile tires and accessories. About eighteen stores have already been opened in Middlewestern and Southern cities. Additional stores will be opened as rapidly as desirable locations are obtained.

Newspaper advertising is being used in all cities where stores are in operation. The advertising of this company is being handled by the St. Louis office of the Gardner Advertising Company.

Business Paper Executives to Meet in April

The spring meeting of The Associated Business Papers, Inc., will be held at the Seaview Golf Club, Absecon, N. J., from April 28 to 30.

ADVERTISING ACCOUNT EXECUTIVE WANTED

by fully recognized and well financed New York Agency.

Man sought may have his own agency. He may be dissatisfied with his earnings or the co-operation he is receiving.

At any rate a most liberal and attractive proposition awaits the man who can add to the billing of this Agency.

Give particulars which will be held in strict confidence.

Address President, Box 270, care of PRINTERS' INK, New York.

Assistant Sales Manager for Advertising Company Wanted

—to handle salesmen
—to conduct sales correspondence
—to plan and execute sales promotion

He must know the advertising and agency field, and how to sell advertising. He must have the ability and personality to successfully direct both experienced and inexperienced salesmen. He must be able to analyze problems of individual advertisers and to prepare individual selling plans that will produce. He must be able to write interesting sales letters that will bring replies. Experience with car-card or bill-board advertising desirable, but not essential. The right man will be able to create ideas or selling copy that will help sell the advertising.

Excellent opportunity for right man with one of the largest advertising companies in New York.

Please give COMPLETE record of experience. Negotiations confidential. Your letter will be acknowledged and appointment arranged. Address "W," Box 132, care of Printers' Ink.

Don't Try to Reproduce Uncle Sam's Money

KABLES BROTHERS COMPANY
MOUNT MORRIS, ILL.

Editor of PRINTERS' INK:

Is it illegal to make facsimile reproductions of coins by embossing or printing processes? We have in mind to possibly emboss a facsimile reproduction of a dime on antique cover stock. The embossed sheet would be sent through the mails with a broadside.

KABLES BROTHERS COMPANY.

ONE of the safest ways to keep out of trouble is to leave United States money alone, except for the customary use of it by exchanging it for goods or services. Anyone who reproduces coins or bills, for advertising or other purposes, makes himself liable to the attentions of the United States Treasury agents, for Uncle Sam regards facsimiles of his money as being only one degree less felonious than counterfeiting.

In fact, the view of the law is that any workman who can reproduce coins or bills by the embossing or other printing processes, with sufficient cleverness to attract attention, is not much better than a potential counterfeiter. PRINTERS' INK flatly advises against the reproduction of a United States coin on antique cover stock, or any other kind of stock.—[*Ed.* PRINTERS' INK.

When the Public Got There, the Cupboard Was Bare

The Better Business Bureau of New York reports in one case which it investigated that the employees of a store which had advertised a sale of men's pajamas at greatly reduced prices, bought up most of the goods for their personal use, before the public had a chance to participate. Regret was expressed over the situation and steps were taken to prevent a recurrence.

Jason Weiler Dead

Jason Weiler, founder and head of Jason Weiler & Sons, Boston, mail-order, wholesale and retail jewelers, died at Cambridge, Mass., last week at the age of eighty-six. Mr. Weiler came to this country when a youth and started a small retail jewelry business at Bangor, Me., which proved to be the foundation of the present large organization.

JACKSONVILLE, FLORIDA



A SHORT HAUL to the *fastest growing markets of the world*

MILLIONS of dollars are pouring into Florida and the South to be invested in real estate, agriculture and industry. Millions of people are moving southward to build homes, to follow their trades and occupations, and to establish themselves in new commercial enterprises . . . *where opportunity is greater.*

Industrial executives — advertising managers — merchandising and sales directors, in laying their plans for expansion, are establishing branch plants and distributing houses here to meet the demands of this vast new empire . . . *growing faster in consuming power than any other section of the world.*

Situated at the logical hub and traffic center of a rich section of this new territory and equipped with excellent rail and water transportation facilities . . . Jacksonville, Florida . . . offers the supremely favorable location for manufacturing and for distribution. Information concerning industrial Jacksonville will be of interest to you . . . *write today.*



Our Book

Contains a discussion of recent economic changes, their effect upon industrial development generally, and authentic data relative to the opportunities and advantages offered industry today in the Southeast . . . Send for your copy now.

TELFAIR STOCKTON & COMPANY

329 Laura Street — Jacksonville, Florida

REAL ESTATE RENTALS MORTGAGES INSURANCE

Who Wants a Rare Product?

A patented labor-saver—based upon household habit as old as the hills. Approved by Good Housekeeping and hundreds of housewives. Easily manufactured, inexpensive machinery, female labor. Materials and direct labor cost about 20 cents—retails for $1. Repeats—majority of purchasers can be sold two or more at a time. Economically packed and shipped, weighs 6 oz., unbreakable. A product fulfilling so completely the basic requirements for successful merchandising is rarely attainable. It is now ready to make good money for some aggressive merchandiser. Specially suited to house-to-house selling. Exclusive selling and manufacturing rights can be secured on reasonable basis as owner desires to be free for other interests. Any "square-shooter," looking for a distinctive, worthwhile household utility should investigate. Sample and further particulars are available to parties whose first letter is indicative of the type of connection we want. Tell us who you are, what you sell and sales channels used. Brokers need not apply. Address "V," Box 133, Printers' Ink.

CAN YOU,

Mr. Executive,

USE

the services of a man who,

(1) will plan and produce mail advertising in line with your established sales policy.
(2) having sold, understands that advertising in general is selling; and that mail advertising in particular can be a powerful ally of the sales force.
(3) until recently, was planning and producing mail advertising for one of the largest firms in Canada, but who has been compelled to return to the vicinity of New York City for family reasons.
(4) can write mail advertising copy, make the layout, and follow the job through production.
(5) has a sound working knowledge of type, composition, electrotyping, art work, photo-engraving, paper, presswork, and binding; and can buy these intelligently.
(6) is at present employed.
(7) wants to make a change for good and sufficient reasons.
(8) needs $60.00 a week to support himself and his wife.
(9) is American born, a Christian, college educated, 30 years of age, married.

If you think that you can use the services of such a man you can exchange references with him and arrange for an interview by addressing "Y," Box 135, Care of Printers' Ink

We Register Slogans But Not Trade-Marks

HAMMAN-ADVERTISING, INC.
OAKLAND, CALIF.

Editor of PRINTERS' INK:

On behalf of our client, the S. T. Johnson Co., Oakland manufacturer of oil burners, we should like to know whether the following slogan is available for registration as applied to oil burners: "Built Like a Watch."

HAMMAN-ADVERTISING, INC.

AN examination of the slogan list discloses that the phrase "Built Like a Watch" is being used by the Lombardi Radio Manufacturing Co., of Derby, Conn., in connection with their radio advertising. We have no record of its being applied to oil burners.

This gives an opportunity to emphasize certain facts pertaining to PRINTERS' INK's slogan registration service. The numerous letters recently received requesting information as to the ownership of trade-marks indicates that the slogan registration service and its limits are not fully understood.

PRINTERS' INK does not register trade-marks. Furthermore, registration in our Clearing House of a slogan does not confer legal protection. That can be obtained only from the Government.

However, the bound volumes of PRINTERS' INK contain a number of articles explaining the difference between slogans and trade-marks, and how, under certain conditions, they can be combined and legally registered at the United States Patent Office. A list of these articles will be mailed on request.

Almost every day, we receive evidence that a more careful reading of PRINTERS' INK would have saved many an advertiser thousands of dollars. Especially is this true in matters pertaining to trade-marks and slogans.—[*Ed.* PRINTERS' INK.

Samuel Morrison with Minneapolis Agency

Samuel Morrison has joined the staff of Ward H. Olmstead, Inc., Minneapolis advertising agency, as an account executive.

Important Rate Change

Effective Immediately

The rate on cover positions for full pages in any two colors is now the same as the present black and white rate—$1960.00—the only difference being that orders for cover positions are non-cancellable after 60 days before date of publication.

In simple combinations requiring no art work, the color plate will be furnished by us without charge.

Requests for these positions will be considered in the order of their receipt.

Southern Agriculturist

B. KIRK RANKIN, *Publisher*

JAMES M. RIDDLE COMPANY, Special Representative

Chicago New York Kansas City San Francisco

A Unique Opportunity
with
Partnership Possibilities
WANTED

A man to take charge of a successful agency and be the responsible head. The agency is well established and is doing a business of about a million. The present force is capable of successfully handling about twice the present volume with a small addition to staff.

This man must know the agency business intimately, be able to contact with large accounts, and direct the personnel of the organization.

Inquiries are invited only from men who have held important agency positions and are accustomed to handling large affairs.

Write fully for interview.

Address "C," Box 282,
care of Printers' Ink.

Cost of Sales Calls Should Be Based on Year's Business

"National Petroleum News"
Editor of Printers' Ink:

On page 191 of your March 18 issue you have an article on the "Cost of Salesmen's Calls."

Isn't this method rather faulty? Should the cost-per-call enter into the sales expense? Shouldn't it be "Cost of Total Business Received?"

For instance, I may be entirely wrong, but supposing a man called on a company twenty times and didn't do any business, and called on another company once and did $100,000. What would be the cost-per-call? He might have spent $100 on the man he didn't sell and $5 on the man who bought $100,000.

Wouldn't it be fairer to take the total amount of business a man did a year, and the number of calls he made to obtain that business and his sales expense? I think you would have an entirely different cost-per-call figure, but I think that would be the fairer way to average it.

It certainly is not fair to the salesman to say that it costs $600 to get an $82 order, as you state in your article above referred to.

"National Petroleum News"
J. Strickland King,
Eastern Manager.

American Stores Gross Sales Make Large Gain

The American Stores Company, grocery and meat chain-store operator, Philadelphia, reports gross sales of $108,886,071 for the year ended December 31, 1925. This is an increase of $10,707,469 over the previous year. Net earnings, after charges, were $2,726,232.

Oil Burner Account for Grand Rapids Agency

The Superheat Oil Burner Company, Muskegon, Mich., manufacturer of Equator oil burners, has placed its advertising account with John L. Wierengo & Staff, Grand Rapids, Mich., advertising agency.

Allan Chambers McKinnie Dead

Allan Chambers McKinnie, sales manager of the hardware division of the Stanley Works, New Britain, Conn., died recently at that city. He was fifty-two years old. Mr. McKinnie had been with the company since 1897.

Appoint D. J. Randall & Co.

The Edmonton, Alberta, *Bulletin* has appointed D. J. Randall & Company, publishers' representatives, as its advertising representatives for the United States. The Kelso, Wash., *Tribune* has appointed the Randall company as Eastern representative.

Printing Salesmen

If you do business with direct mail advertisers, you can increase your earnings by getting the mailings as well as the printing.

Those who frequently mail letters and circulars experience more or less trouble in having their mailings handled with care, and a successful printing salesman will find it relatively easy in getting this business.

This adjunct to the printing business might be given serious consideration by successful printing salesmen because it affords an excellent opportunity to live men to increase their incomes. I have one of the best equipped plants in New York City. Address H. F. W., Box 139, care of Printers' Ink

Unusually well-rounded sales and sales promotion experience

with advertising background would make this man an exceptional asset for a manufacturer selling own product.

Nine years of experience since college, in work involving knowledge of credits, statistics, advertising, and sales. Now with sales promotion department in responsible position.

Well educated, clean-cut, ambitious, with initiative, and the ability to follow instructions. Can relieve a busy executive of many details, and assume responsibility when needed.

Address "X," Box 134
Printers' Ink

WANTED

Advertising Manager Experienced In Credit Furniture Retailing

One of our clients is seeking a man experienced in retail credit furniture advertising, as advertising manager of one of the largest and most successful retail credit furniture houses in Brooklyn, N. Y. He must have character, initiative, executive ability and personality. Apply by letter only, stating age, education, experience in detail, salary desired and complete information.

SHERMAN & LEBAIR
Incorporated
ADVERTISING
116 West 32nd Street
New York

wanted

A national advertiser and international distributor of packaged and canned food products is planning an expansion of its sales organization to meet needs five and ten years from now.

It wants two young men who have spent the last year or two in business since graduating from college.

They must be:

1 *Interested in constructive marketing work.*

2 *Willing to start at the foot of the sales ladder.*

ADDRESS "Z" BOX 136
PRINTERS' INK

Prepares Trade for Campaign Next Winter

To meet the demand in cities and large towns for novelty in footwear, the Converse Rubber Shoe Company, Malden, Mass., has designed a new style hookless galosh. This novelty gaiter, for which patent registration has been made, will not be introduced to the public until next winter. In the meantime the company is announcing its advertising and merchandising plans to the trade so that orders for the new galosh will be included in the purchases which are now being made for fall delivery.

In answer to an inquiry from PRINTERS' INK regarding the mediums to be used in a campaign on this new unit, Wallace B. Lord, advertising manager, said: "While our advertising campaign and the mediums to be used have not yet been selected, the rough outline is as follows:

"Direct-mail circulars to our present dealers and prospective customers have already been sent out in anticipation of a call by our salesmen, and certain trade publications have also been used to arouse interest among the shoe dealers themselves. It is, of course, the scheme of things in the rubber shoe business to take orders now for fall delivery and as we are not planning to put this shoe before the public until next winter, we have not rounded up our advertising campaign.

"The mediums to be used," according to Mr. Lord, "will be rotogravure sections in certain of the large city newspapers, consumer mailing cards to be sent out from individual mailing lists of the dealers, which will be supplemented by newspaper advertisements in local newspapers, together with attractive window displays, which will be used at the same time."

American Radiator Has Biggest Year

The volume of business, in tonnage and dollars, during 1925, was the largest in the history of the American Radiator Company, New York, according to C. M. Woolley, chairman of the board of directors. Net profits last year totaled $11,633,601, after charges, compared with $11,153,728 in 1924.

New Western Air Mail Service

On April 17, contract air mail service will be established from Los Angeles to Salt Lake City, Utah, and return. Following this extension, air mail delivery to and from points in Southern California will be expedited.

L. E. Walker Joins The Meredith Publications

L. E. Walker, formerly with the Chicago office of *Needlecraft*, has joined the Chicago office of The Meredith Publications as a representative of *Better Homes and Gardens*.

Millions Pass

42nd Street and Fifth Avenue

The Store at the Northwest Corner of this most prominent location in America, if not in the World, is For Rent.

The plate glass show windows extend the full width and length of the store on both streets.

The sign space above the windows on the outside of the building is clearly visible for many blocks down Fifth Avenue and across 42nd Street, as well as from the buses, cars and automobiles.

The value of an advertising display or an exhibition of any article at this location is worth at least as much as the entire rental, in addition to the sales value of this famous shopping center.

For Plans and Information, Enquire of

RENTING DEPARTMENT

WALTER J. SALMON

17 West 42nd Street, New York, N. Y.

PENnsylvania 5300

PRINTERS' INK

Registered U. S. Patent Office

A JOURNAL FOR ADVERTISERS

Founded 1888 by George P. Rowell

PRINTERS' INK PUBLISHING CO., INC. Publishers.

OFFICE: 185 MADISON AVENUE, NEW YORK CITY. TELEPHONE: ASHLAND 6500. President and Secretary, J. I. ROMER. Vice-President, R. W. LAWRENCE. Treasurer, DAVID MARCUS. Sales Manager DOUGLAS TAYLOR

Chicago Office: Illinois Merchants Bank Building, GOVE COMPTON, Manager.

Atlanta Office: 704 Walton Building, GEO. M. KOHN, Manager.

St. Louis Office: Syndicate Trust Building, A. D. MCKINNEY, Manager.

San Francisco Office: 564 Market Street, M. C. MOGENSEN, Manager.

Canadian Office: 92 Adelaide St., W., Toronto, H. M. TANDY, Manager.

Issued Thursdays. Three dollars a year, $1.50 for six months. Ten cents a copy. Foreign Postage, $2.00 per year; Canadian, $1.00.

Advertising rates: Page, $120; half page, $60; quarter page, $30; one inch, minimum $9.10; Classified 65 cents a line, Minimum order $3.25.

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NEW YORK, APRIL 1, 1926

A Mid-Year Advertising Examination

The vice-president of an important company selling a nationally-advertised automobile accessory recently got an idea from his son. This young man had flunked one of his mid-year college examinations. An analysis of his failure led his father to believe that he had failed in his course because he had taken it too much for granted. It was not a hard course, but the boy thought he knew all about it. Therefore it was neglected. The father's analysis of his son's problem led him to think in terms of his own business. "I am seriously considering," he says, "a mid-year advertising examination for our sales force."

Somewhere along in July he is going to send several pieces of his national advertising copy to the sales force with a mid-year examination paper in the form of seven or eight questions about advertising. He is going to ask each one of his men to compare one of the pieces of copy with the salesman's own approach and progression in the usual sale. He is going to ask each man to pick out of the several pieces of copy the one which the salesman considers of greatest assistance in his own actual selling problems. The salesman will be asked to analyze competitive advertising and tell why he thinks it is better or worse than his own company's. He will also be asked what sort of dealer helps are most effective, why the salesman thinks so, and also to list two or three advertising ideas obtained from prospects.

The manufacturer is convinced that the sales force takes the company's advertising entirely too much for granted, just as his son took the course in which he failed. He believes that the mid-year examination plan will give him an excellent line both upon the mental reactions of his individual salesmen and upon the effectiveness of his advertising copy.

Smokestacks Instead of Sojourners

Business men, recently returned from travel in the South, bring interesting news of a new spirit there which promises far more permanent results than any boom.

In parts of Florida, Georgia, Alabama, Tennessee, and the Carolinas and other States, this new spirit takes the form of carefully planned sales campaigns to bring more manufacturing plants to the cities.

The proposers and backers of these campaigns are more interested in securing smokestacks than temporary visitors.

They have carefully analyzed the local supply of raw materials and are making spirited bids for manufacturers who can turn this raw material into finished product.

The new spirit which is building

the South prefers to have its local wealth come from the wages of workers, steadily employed, rather than to depend entirely upon tourists who may drive on to the next city in a day.

This new spirit of planned building based upon careful research which has displaced the mere boosting of everything—fact or fond hope—augurs well for those cities which have adopted it.

It makes a strong appeal to the type of manufacturer who comes to a locality to add permanent wealth in the form of steady wages and dividends instead of rushing in with the idea of making a quick killing on a real estate deal.

Good Taste as an Advertising Guide

Manufacturers as well as retail merchants were given some sound advice in the recent talk delivered by Mrs. Edna Woolman Chase, editor of *Vogue*, before the Retail Advertisers' Round Table at the New York Advertising Club. The speaker took good taste as her text and told her listeners that this valuable quality in advertising and merchandising was not a question of money but of knowledge, not an ostentatious, transient fad, but a permanent sense of the fitness of things.

Every manufacturer of furniture, shoes, clothing and a multitude of other products has often feared the U-boat of a fickle fashion which might leave his best planned sales campaign sunk without trace. Mrs. Chase offered sound thoughts on this subject when she said:

"In former times, price was the principal thing stressed in fashion advertising, and, latterly, it has been newness—there seems to be a veritable race between department stores to be the first to announce the new thing.

"If Mr. A. can say, 'We showed the new Page Boy silhouette on Monday, whereas Mr. B. across the street didn't show it until Tuesday, and it wasn't until Friday that it reached 14th Street'—that is a scoop.

"But the result of this kind of fashion advertising has begun to prove disastrous—a mode nowadays scarcely has time to begin to toddle in the smart world before it is snatched from its cradle and killed by over-popularization.

"Now it seems to me, a new note could be struck in advertising if not so much emphasis was put upon the latest thing, but upon the correct thing—the right thing for the right occasion, the suitable thing for each type.

"Then, perhaps, every woman, regardless of whether she were fifteen or fifty, wouldn't feel that she had to have a Page Boy silhouette, or a slave bracelet, or a gigolo hat, or whatever the fad may be—perhaps, she might begin to think of purchasing something that was in good taste for her own particular type—something appropriate to her age, her pursuit, and her place in the world."

Too often, the manufacturer has himself to blame in creating too many novelties and over-emphasizing them in his advertising.

If more advertisers took the far-sighted view suggested by the speaker there would be fewer red shoes to be thrown away, fewer pages of noisy copy, more "well-bred appeals" of suitable, more permanent things in which "the physical appearance of the page both as to illustration and typography" would also create the impression of good taste.

Good taste in advertising and factory production creates satisfied buyers, eliminates waste and builds a generally more livable community.

Profits, Not Sales, the Goal

Two interesting reports of annual earnings for 1925 of old, well-established companies are on our desk. One of these shows that the manufacturer increased his sales volume 3 per cent in 1925. His net income shrank 28 per cent. Something radically wrong with management there. The other report is that of the Simmons Company, manufacturer of beds, furniture and mattresses. Last year

this company increased its sales 3.2 per cent. Its net profits increased 51 per cent. The executives, charged by stockholders, many of whom are employees of the company, with managing the business, accomplished the remarkable feat of cutting both production and distribution costs while they sold more merchandise.

Some months ago in PRINTERS' INK MONTHLY Z. G. Simmons, president of the Simmons Company, explained his belief that the soundest way for a manufacturer to build lasting success is constantly to grade up the quality of his products, keeping his selling prices down to the point where they are within reach of the mass market and advertising so that every possible buyer in that mass market may be reached. That, in condensed form, is the policy that the company has followed. It brought out last year an improved line of beds for which it doubtless could have obtained a higher price than it asked. Nevertheless, these beds were sold closer to cost than ever before. At the same time, stronger advertising pressure than ever was put back of the line. The net result was $1,176,562 more in sales than in 1924, a good year, at an operating cost of $1,016,537 less than in 1924.

So much stress has been placed on building sales volume in recent years that the word itself has come to be almost a fetish. Probably there are few errors of judgment more costly than those following on the assumption that volume, *per se*, is the ultimate aim to which a manufacturer should aspire. Under sound management the attainment of a growing volume of sales should bring about production economies that can be converted into growing profits. With short-sighted, faltering leadership, growing sales volume and declining net profits may go hand in hand. The annual reports now so plentifully sprinkled through the financial pages of the newspapers should help remind executives that it is possible to make and sell goods without earning a fair return. They should also serve to drive home and rivet for all time the principle that volume is not an end in itself but merely a means to an end. Profit, not sales volume, is the real goal.

Trade-Marks Help Win Farm Trade

Whenever one gets out into real country stores clear away from metropolitan marketing influence, as is done frequently by PRINTERS' INK staff writers, he will be impressed more than ever by the benefits of handling advertised goods. The rural dealer has been regarded as slow, inefficient and as one lacking in the advertising vision.

Maybe so.

But the fact remains that the "general merchant," taken as a whole, is actually giving trade-marked goods the preference.

He has not come around to this way of thinking as an outcome of any psychological effect. He may not be able even to visualize advertising as such. But he has found that the mail-order houses and the city stores have him soundly whipped in the selling of unbranded lines. Their reputation is stronger than his. Therefore he needs merchandise of unquestioned and known standing that has a good name and represents just as strong a value in the country as in the city or anywhere else.

Uses Better Business Bureau Bulletin in Copy

In one of the trade service bulletins of the National Better Business Bureau the term "Fashioned hose" was defined and the proper use of the term designated. Advantage was taken of this authoritative definition of the term by the Burson Knitting Company, Rockford, Ill., which used the bulletin as the subject of a business-paper advertisement.

"Just What Is a Fashioned Hose?" was the heading. After saying that this term has caused much discussion in the hosiery field, the copy sums up the definition of the Better Business Bureau.

In the upper left-hand corner of the advertisement the Trade Service bulletin is reproduced with a note to the effect that copies of it can be secured from the Bureau or the Burson company.

Ralph W. Emerson, Jr., secretary of the Japan Paper Company, New York, since 1922, has resigned.

"Give Me a Child

for the first seven years of his life, and I care not who has him afterwards."

So wrote a sage of olden times, emphasizing a fundamental truth which the national advertiser of today is just beginning to appreciate.

> While educating the child to the value of your product, you reach the parents also in the most effective way possible.

Would you like to have your advertising *asked for, read* many times over and thoroughly *understood?* The secret is in the right kind of a merchandising story of your product, designed to reach the family through the child.

Write us for details.

Charles Francis Press

461 Eighth Avenue Telephone Lackawanna 4300

Printing Crafts Building, New York

Advertising Club News

Agriculturist Is Taking Place of the Farmer

The farmer may be vanishing but only in type. His place is being taken by the up-to-date, scientific agriculturist, the modern farmer, who is coming into a bigger and broader life, with ability to do more for himself and society. The farmer is truly the last citadel of American independence at its best. This is what Samuel R. McKelvie told members of the Advertising Club of Los Angeles at a recent meeting.

"The problem of the farmer," continued Mr. McKelvie, who is publisher of *The Nebraska Farmer*, "will not be solved at Washington, as sincere as Government officials may be in attempting to effect artificial remedies. The solution of his problem lies with the farmer himself. It is a matter of distribution, of marketing, and in this, advertising is coming to play a very important part."

* * *

Poor Richard Club to Award Convention Attendance

Gavels, made from the flag-pole that has topped Independence Hall, Philadelphia, since the Civil War, will be sent to advertising clubs whose delegates are to attend the coming convention of the Associated Advertising Clubs of the World, at Philadelphia. The presentation of these gavels will be made by the Poor Richard Club, and is part of the plan to promote attendance at the convention.

* * *

Los Angeles Convention Committee Appointed

A committee of twenty-two members of the Advertising Club of Los Angeles has been appointed to arrange for attendance at the convention of the Pacific Coast Advertising Clubs Association at San Francisco next July. Fred Hagelberg, advertising manager of the Davis Standard Bread Company, is chairman.

* * *

Offers Speakers for Local Conventions

The Dallas, Tex., Advertising League is offering to supply speakers to those conventions held at Dallas which intend to have a place on their programs for advertising. Three organizations which will meet at Dallas have already taken advantage of this service.

* * *

Headquarters Representative Visiting Pacific Coast Clubs

Reginald Colley, special field representative of the Associated Advertising Clubs of the World, is touring Pacific Coast cities in the interest of the association. Mr. Colley will also visit several Canadian and Middle-Western cities.

Discusses Trends in Retail Buying

There is little danger of any marked changes taking place in the present system of retail trading, according to Prof. Paul H. Nystrom, of the Associated Merchandising Corporation, who addressed a meeting, early this week, of the marketing and distribution council of the Advertising Club of New York. The independent retailer will justify his function and continue as a competitor of the chain store operator while he gives his customers service and market prices, Mr. Nystrom said.

The retailer has learned that the chain store cannot obtain a monopoly on all good locations, that he too, can profit by the chain store's more improved accounting methods and that he can also add popular price lines, Mr. Nystrom stated.

* * *

Earle Pearson Discusses Organized Advertising

Earle Pearson, general manager of the Associated Advertising Clubs of the World, talked before about 400 business men of Columbus, Ohio, at a meeting sponsored by the Columbus Advertising Club, under the auspices of the Forum of the Columbus Chamber of Commerce. His subject was "How Organized Advertising Helps Business." The economic and protective work of organized advertising was stressed by Mr. Pearson. He also discussed the influence that the foreign activities of the Associated Clubs have in developing and stabilizing business prosperity in the United States.

* * *

National Commission to Meet at Cincinnati

The National Advertising Commission will hold its next quarterly meeting at the Hotel Gibson, Cincinnati, on April 20 and 21. A program of general interest is being arranged and special attention will be given to methods of increasing the number of sustaining memberships in the Associated Advertising Clubs of the World.

* * *

Financial Advertisers to Meet

The eleventh annual convention of the Financial Advertisers' Association will be held at Detroit, from September 21 to 24. A program covering the various phases of financial advertising is being arranged by a committee under the chairmanship of Clinton F. Berry, of the Union Trust Company, Detroit.

* * *

New Florida Club Affiliates

The Advertising Club of Daytona Beach, Fla., which recently was organized, has become affiliated with the Associated Advertising Clubs of the World.

Membership Drive Tied Up to Philadelphia Convention

The Advertising Club of St. Louis has started a drive for new members and has arranged a campaign which not only advances the interest of the club but, at the same time, encourages its members to attend the convention of the Associated Advertising Clubs of the World at Philadelphia. Briefly the plan is this:

Coupon books, containing twenty applications, are presented to each qualifying candidate. To qualify as a candidate a member must submit the application of a new member. Each application credits the candidate with 1,000 points. When 12,000 points have been obtained (twelve members) the candidate will be awarded a round trip ticket, including Pullman fare, to the convention. For each additional 1,000 points, up to 16,000, the candidate will be credited with one day's room rent at the headquarters hotel of the St. Louis club. The next 1,000 points will entitle him to railroad fare to Atlantc City and the remaining 3,000 points will entitle him to three days' room rent at Atlantic City.

The campaign starts on April 1. It will continue for sixty days. To further intensify the interest of members in the campaign, the various groups of the club are being urged to choose candidates for the campaign so that each group will be certain to have a representative at the convention.

* * *

Johnstown Planning Better Business Bureau

Following a meeting of representative business interests, plans are now being made for the organization of a Better Business Bureau at Johnstown, Pa. The meeting, which was held under the auspices of the Advertising Club of Johnstown, was addressed by William P. Green, associate director of the National Better Business Bureau. The move for a local Bureau has been endorsed by the department store and banking interests of the city and it is expected that an organization will soon be under way.

* * *

Seattle Bureau to Advertise

Warren E. Kraft, of Arnold-Kraft Inc., advertising agency, has been named chairman of a committee of the Seattle Advertising Club, which will conduct a campaign of newspaper advertising for the Better Business Bureau. This campaign, which will run coincidentally with a direct-mail campaign being conducted under the direction of C. E. Fisher, is a unit of a three-unit plan through which it is planned to explain the work of the Better Business Bureau to the business interests of Seattle.

* * *

The Magazine Club, New York, will hold its next meeting at the Hotel Roosevelt, New York, on April 5. Robert H. Davis, of the Frank A. Munsey Company, will speak on "My Trip Through the Tropics."

Gives Readers Random Test to Get Idea of Market

In order to show the world-wide distribution of its tools, The Niles Tool Works Company, Hamilton, Ohio, recently reproduced a map of the world at the top of one of its full-page advertisements to the trade. A large pencil was also shown, pointing to Bolivia, in South America, on the map.

"Point your pencil to this map," the heading commands. The text following explains that no matter if your pencil point touches "Ouro, Bolivia, 20,000 feet above the sea," or China, Java or any other place in the world, there "Niles machinery contributes to the service of mankind."

"What does this mean to you?" the copy asks. "That here in America, the machine-tool country of the world, you can choose what the whole world has found to be good!"

Advertising Interests to Aid Salvation Army Drive

Representatives of advertising and allied interests will co-operate with the Salvation Army in a drive at New York for maintenance funds during the month of May. An appeal will be made for a fund of $517,000. The following division chairmen have been appointed: Newspaper Advertising, F. J. Fitzgerald, of Calkins & Holden; Business Papers, Edwin A. Scott, of the Edwin A. Scott Publishing Company; Magazine Publishers, Eugene Forker, of *Cosmopolitan*; Printing and Allied Trades, Charles Francis, of the Charles Francis Press, and Lithography, Robert R. Heywood, of Heywood, Strasser & Voigt Litho Company.

Portland, Oreg., Bureau Incorporated

The Portland, Oreg., Better Business Bureau has been incorporated and is now operated separately from the Portland Advertising Club. Robert M. Mount continues as manager.

The incorporators are: Paul T. Shaw, Frank Freeman, E. N. Strong, C. C. Colt, Henry J. Frank, John Casey, A. C. McMicken, L. R. Bailey, P. C. Smith, C. J. Mathis, W. Roberts and W. B. Ryan.

F. P. Stelling with Stanley & Bissell

Frank P. Stelling, recently sales promotion manager of the Brooklyn, N. Y., branch of the United States Printing & Lithographing Company, has joined Stanley & Bissell, Inc., New York, investment bonds.

Carroll McCrea, advertising manager of the Toledo Scale Company, Toledo, Ohio, for the last seven years, has joined Sterling Beeson, Inc., advertising agency of that city, as director and vice-president.

The Little Schoolmaster's Classroom

THE Schoolmaster has been more or less entertained recently by some predictions, written and otherwise, that the big mail-order houses will be selling a great deal less merchandise through catalogues five years hence than they are now. The basis for the prophecies is to be seen in the clearly expressed intention of institutions such as Sears and Ward to establish country-wide chains of retail stores.

It seems that the mail-order people themselves have not been informed of this development. They are going right ahead providing for huge expansions in their catalogue output.

R. J. Raney, vice-president of Montgomery Ward & Company, informs the Schoolmaster that his concern has just closed a contract with an Eastern paper mill for 300,000 tons of paper on which to print the Ward catalogue. The paper is to be delivered at the rate of approximately 30,000 tons a year for the next ten years. It requires about 12,000 tons of paper for each edition of the company's general catalogue issued twice a year. The remaining 6,000 tons of each year's delivery will be used in printing smaller catalogues and other direct-mail matter.

For those interested in figures it may be said that ten freight trains of forty cars each will be needed to transport each year's supply of paper to Chicago where the Montgomery Ward book is printed.

Unless Montgomery Ward has totally misread the signs of the times, it may be said, with a fair degree of accuracy, that the mail-order catalogue, bigger and better each year, will be with us for quite a while to come.

* * *

Recently the newspapers featured the news of the merger of a Brooklyn bank with the National City Bank of New York. It was stated that the latter bank is now by a wide margin the largest banking institution in the world.

Shortly after reading this news report the Schoolmaster was moved to wonder whether the National City Bank can think only in terms of mergers. The reason for this thought is found in a form letter received from the National City Bank by a young lady of seventeen—the daughter of a member of the Class.

This particular form letter was punctiliously correct in its superscription. It addressed the young lady as "Miss." It saluted her as "Dear Miss....." The letter proceeded to say:

"'If I could only feel that my children's future were provided for.' How many women think that day after day and yet take no steps to make that thought a reality. Why not avail yourself of the opportunity offered you by the Trust Department of the bank to familiarize yourself with every method of safeguarding the future?

"The idea may already be in your husband's mind and coupled with your desire and the data you have obtained will make it a fact.

"Our Women's Department at our office at 96th Street and Broadway will be glad to answer any inquiries."

Perhaps Mrs. William Laimbeer, who signed this letter as "Natalie Laimbeer," caught the merger fever and decided to combine into one file all "married" and "single" women prospects, thus creating perhaps the largest list of women bank prospects in the country.

* * *

A letter reached the Schoolmaster's desk a few days ago from a man in San Francisco which deals with a subject not new, but again made timely by the Hudson Automobile Company.

This man is an automobile prospect and he writes bitterly of an advertising practice which annoys him. He says:

Why the asinine habit of automobile advertisers in advertising "Detroit" or other Eastern f.o.b. rates in local news-

SNAP

—sentiment and humor combine to create an absorbing reader interest in every page of

College Humor

(a 35 cent magazine)

Circulation more than

330,000, net

Still $2.00 a line

Advertising Printing Salesman Wanted

A young, aggressive salesman, with good education, appearance and personality, is wanted by one of New York's leading quality printers, fully equipped to render a complete Direct Advertising Service.

The man we want must know something about advertising values and be able to sell and render helpful service to advertising executives of large corporations.

To such a man we offer an opportunity to further develop his ability and build a permanent, dignified and profitable future.

Write fully and tell us about yourself, your knowledge of advertising and selling and state the starting salary you expect.

"Advertising Printer," Box 281, Printers' Ink.

Bound Volumes for PRINTERS' INK Publications

WE bind PRINTERS' INK and PRINTERS' INK MONTHLY in black buckram, stamped in gold. The WEEKLY is bound in four volumes and costs $2.00 a volume, postpaid, or $8.00 for the year's set. The MONTHLY is bound in two volumes and costs $3.00 a volume, postpaid, or $6.00 for the year.

Place your order now for 1926 bound volumes.

The Printers' Ink Publications 185 Madison Avenue New York, N. Y.

paper advertisements? In national copy in magazines, there may be some reason for such procedure; although even there the reader might be given some guide by which he could arrive at the actual price of the car in his particular locality, at least within a few dollars; but in local newspaper advertisements, where the price could so easily be inserted correctly even when mats or electros are furnished, this f.o.b. factory price is the bunk. A prospect picks up his local paper and finds he can get a beautiful car (see picture) for $1095 (in big bold type); he goes to his local dealer all primed for a sale and is told the price of the car is $1365. When the prospect mentions the $1095 price he saw in the paper, his attention is called to some infinitesimally small type "f.o.b. Detroit." Also the tax and accessories must be added. No wonder one big company (Hudson and Essex) is making such a hit here on the coast by advertising price delivered at your garage with all accessories included.

When will the automobile dealers realize this serious annoyance?

The Schoolmaster, too, wonders how many sales are lost on the showroom floor when the prospect finds that the local, advertised price is revised there by the salesman. It would seem not only possible but fair for automobile advertisers to add a line in readable type that tax and freight are extra. Some of them are doing it now.

* * *

In the Schoolmaster's morning paper of the day this letter arrived, Pierce-Arrow custom-built coaches, five passenger, two door, were advertised at $3,150. Below the prices of this and other models in readable type the advertisement said, "All prices F. O. B. Buffalo, tax extra." And below that: "20 per cent rebate in tax effective immediately."

The Hudson-Essex local advertisement opposite quoted prices "At your door, nothing more to pay." On this basis the Essex six coach was priced in bold face at $829. Buick cars were advertised as "lower than ever before" but no prices were mentioned.

These happened to be the only three automobile advertisements in a large paper on a fine Tuesday morning, a sunny spring day.

These advertisements made the Schoolmaster wonder whether this matter of how to feature the local price is worrying the manufacturers and dealers.

One thing is sure in the School-

Additional WORKING CAPITAL Available

FOR: *A General or Direct Advertising Agency* that controls, through its clients, a large volume of printing.

OR *A going Mail Order House* that could increase its sales through the use of increased quantities of printed sales promotional matter.

OR *A publisher* who is hampered in his efforts to expand because of insufficient working capital.

OR *Some established manufacturer* who uses a large volume of printing either in the manufacture of his product or for advertising purposes.

OR *Any other sound business* that uses a large volume of printed matter each year.

A highly reputable New York Printing Organization, with a well equipped, modern plant, has surplus capital to invest in any sound business that will enable it to utilize its present printing equipment to its full capacity.

When writing, describe the general character of your business, annual volume of sales and amount of additional capital required. References exchanged and all negotiations conducted in strictest confidence. CONFIDENTIAL, BOX 280, PRINTERS' INK.

Sales Executive--Wanted $10,000--Plus Commission

An unusual opportunity awaits the right man to direct the sales of an established organization of national repute.

The man to fill this position must produce a convincing record of substantial accomplishment as an organizer and developer of high type sales personnel. He must be of unquestioned character, progressive, and an untiring worker; age between 35 and 45.

The company whose sales this man will direct caters only to the larger type of corporations, and the contact is with highest executives. The director of sales will be closely associated with the chief executive of this large organization, enabling necessary latitude in the development of original and practical ideas.

Applications must be in most complete form, describing business history, age, etc. The first communication should sufficiently characterize the writer to enable preliminary appraisal of his qualifications. Address "B," Box 138, care of Printers' Ink.

EVENING HERALD

The Largest Daily Circulation in the Entire West!

Sworn statement to the government shows:

Six months ending Sept. 30, 1925

181,785

—a gain of 7,505 over the same period of last year!

REPRESENTATIVES

G. Logan Payne Co., 401 Tower Bldg., 6 North Michigan Ave., Chicago, Ill.
H. W. Moloney, 604 Times Bldg., New York
A. J. Norris Hill, 710 Hearst Bldg., San Francisco, Calif.

House Organs

We are producers of some of the oldest and most successful house organs in the country. Edited and printed in lots of 250 to 25,000 at 5 to 15 cents per name per month. Write for a copy of THE WILLIAM FEATHER MAGAZINE.

We produce *The Tree to Trade Magazine*

The William Feather Company
607 Caxton Building : Cleveland, Ohio

Advertising Salesman Wanted

by one of the largest advertising companies in New York. Salary and commission. Excellent opportunity.

The right man will be 25 to 35 years of age. He will have personality, ambition and some experience as advertising salesman. He will be aggressive, conscientious and willing to work all day, every day. He will be able to present a sales story in an interesting and convincing manner.

Please give full history and qualifications. Confidential. Interview will be arranged. Address "U," Box 131, care Printers' Ink.

master's mind. It is not good business to run the line about f. o. b. and tax in type so small that a remark like the following recently overheard by the Schoolmaster, can be made:

"Do you know what the man who used to write the Lord's Prayer on the head of a pin is doing now? He is writing the 'f. o. b.' and 'tax extra' lines for the automobile manufacturers."

* * *

The Schoolmaster has long been impressed with the Colgate and Company drive against whiskers. He now thinks that it is about time for him to say something about it. In advertising its shaving cream Colgate and Company saw that their market was in the alfalfa thickets that luxuriate on men's faces. They, therefore, centred their advertising attack on whiskers and let all other questions in the issue go by default.

Too often in marketing a highly competitive product, manufacturers make the mistake of devoting all their efforts to their competitors. They use their advertising space to tell the many points wherein their product excels over competing articles.

Colgate and Company saw though, that while there are any number of shaving preparations on the market that their real competition were whiskers. They were the things to be fought and not other manufacturers. Men care nothing about the war between competing manufacturers. All they are interested in learning is the quickest and easiest way to get rid of the whisker crop that sprouts every twenty-four hours, rain or shine, in sickness or health, in prosperity or adversity.

* * *

The Schoolmaster has come to believe that local testimonials in the hands of retailers offer a golden treasure-chest of advertising material for manufacturers. That is, if they go about using them in the right way.

Last week the Schoolmaster went with his wife to look over two different makes of vacuum cleaners at a local store. The man

Population 70,000 Trading Centre for 150,000
Brockton, Massachusetts. The Great Shoe City. Brockton shoes 18,000,000 people. Paper established 1880. Forty-Sixth Year.

Brockton Daily Enterprise

Printing 23,000 Daily
Flat Commercial rates 6½ cts. per line, 91 cts. per inch
Afternoon Paper, Sells for 2 cents
Averages nearly 2 pages of want advertisements





YOUR PRODUCT
will find its market in the
CHURCH FIELD
through the preachers' trade journal
THE EXPOSITOR
710 Caxton Building, Cleveland, Ohio
17 West 42nd Street, New York
37 South Wabash Avenue, Chicago
Sample and rate card on request.

Photostats ///
of any subject —
By *Photographers*
Fast Messenger Service
PACH BROS.
28 West 44th St. Murray Hill 2597



Multigraph Ribbons Re-inked
Our SURE-FYD process costs only $6.00 a dozen. Try it. A trial order will convince you that it is the best Re-inking you can buy.
Send 2 Ribbons to be Re-Inked at our expense
W. Scott Ingram, Inc.
Dept. B. 67 West Broadway, New York City



PAINTED OUTDOOR ADVERTISING
We own and maintain Painted Bulletins in 137 cities and towns of Northern N.E.
THE KIMBALL SYSTEM
LOWELL — MASS.

"GIBBONS knows CANADA"
J. J. Gibbons Limited, *Advertising Agents*
TORONTO MONTREAL WINNIPEG

WANTED—TEN $10,000 MEN

The national expansion program of the second largest manufacturer in its industry, creates ten openings for real sales executives who can deliver RESULTS in building and operating large units of salesmen. These are bonafide opportunities and the remuneration to selected applicants will be directly in line with the degree of vision, energy and ability demanded. The necessity of locating and selecting men of the right type in each section of the country leads to this unusual advertising of the opportunities here involved. No application can be considered which does not state qualifications, training and record in full. All replies will be held strictly confidential. Write **THOS. D. HASKETT**, Vice-President and General Sales Manager, **208 West Monroe St., Chicago, Ill.**

Do You Sell Advertising?

As president of a company doing a business of about one million dollars a year in advertising materials for ice cream, milk and butter trades, as well as florists, retail radio and music dealers, wholesale bakers, I am looking for an honest high-powered salesman of character who can furnish fidelity bond, who is now already employed selling advertising specialties for some leading house and who has made a record with that house, and can prove it. I want no HAS BEEN or WILL BE. I want men who "ARE." For such a man I can offer a better opportunity and higher earnings.

Address PRESIDENT, Post Office Box 834, Detroit, Michigan.

SALES AND ADVERTISING EXECUTIVE,

now with nationally known organization, wants to place his eleven years' experience at the disposal of concern requiring executive with well-established sales and advertising record. Regarded as capable organizer, aggressive leader and clear thinker. His practical merchandising ideas have substantially increased sales in highly competitive field. Available April 15th. Address "A," Box 137, care of Printers' Ink.

Subscription Renewals of 83%

attest the reader interest of the

American Lumberman

Est. 1873 CHICAGO, ILL. A.B.C.

behind the counter seemed enthused about one, lukewarm about the other. The Schoolmaster dug for the reason.

It soon appeared in the form of a letter from a local hospital, a sincere and well-written letter, telling the retailer how well the vacuum cleaner he had sold the institution had been working.

The retailer was pleased because he was given credit for knowing enough to stock and sell so good a cleaner. He considered the testimonial his property, a tribute to him as a merchant as well as to the skill of the manufacturer. He had not even thought, he told the Schoolmaster, of sending it out to the manufacturer. He had thought of running it as an advertisement in the local paper but hadn't got around to it.

If manufacturers would occasionally send out to retailers as a local advertising suggestion a good type layout with the product illustrated, and leave room in it for the display of a local testimonial, either a letter like this one or a good word spoken by a neighbor, some effective advertising might result.

The local man doesn't like to run copy which makes him seem like a rubber stamp. He knows how products are working out locally. The tie-up between the manufacturer's knowledge of how to prepare an advertisement and the retailer's knowledge of local performance would make an excellent combination.

Verne Burnett Heads National Advertisers Committee

Verne Burnett, secretary of the advertising committee of the General Motors Corporation, has been named chairman of the committee on relations with newspaper publishers of the Association of National Advertisers, by Edward T. Hall, president. Mr. Burnett's headquarters are in Detroit.

H. G. Trump with Fred M. Randall Agency

Hal G. Trump, recently manager of the Detroit office of Critchfield & Company, has joined the Detroit office of the Fred M. Randall Company, advertising agency, as an account executive. He had been treasurer and general manager of Campbell, Trump & Company, Detroit.

Classified Advertisements

Classified advertisements in "PRINTERS' INK" cost sixty-five cents a line for each insertion. No order accepted for less than three dollars and twenty-five cents. Cash must accompany order.

First Forms Close Friday Noon; Final Closing Saturday

BUSINESS OPPORTUNITIES

Printers'-Bookbinders' Outfitters
Modern Cut-Cost Equipment
Also Rebuilt Machinery
Conner Fendler Branch, A. T. F. Co.,
New York City

FOR SALE

Hoe Newspaper Press, Stereotype Equipment, Motor, first-class condition; also Monotype Caster Line and Type; also molds, Academy Press, 112 4th Ave.

Publisher of National Publication

owning own composing room is in position to handle economically linotype and make-up work for one or two publications in Chicago. Box 385, P. I., Chicago.

Advertising Promotion

If you want more business, communicate with the International Publications Service, Incorporated, Suite 1004, 1841 Broadway, New York City.

WEEKLY NEWSPAPER SUSPENDED

(Central New Jersey)—Equipment for sale; cylinder press, attached folder; linotype, job presses, paper cutter, cabinets, stones, type; at an attractive price. Address C. F., Ninety-six Beekman Street, New York City.

Magazine Interest For Sale

A substantial interest can be acquired, under easy terms, in a prominent, well established monthly magazine having national circulation of over 100,000 A.B.C. Established in 1920. Growing rapidly. Very little competition with tremendous possibilities. Carries splendid volume high class advertising. With or without service. This is an exceptional opportunity. Investigate. Will deal only with principals. Box 380, P. I.

Manufacturers' Sales Problems Solved

If you are financially sound and your production facilities are up to standard but your volume of sales is below normal or below what you believe it should be we can help you. Consultation can be arranged without obligation as our fees are based entirely on the results obtained.

We can merchandise your entire production or any individual specialty.

ALFRED BLOOM and ASSOCIATES
1133 Broadway, New York City

Representatives in all principal cities of the United States.

Opportunity for young executive to join publishing company in executive capacity as manager of advertising. Investment of $3,000 to $5,000 necessary. Chicago location. Box 391, Printers' Ink.

HELP WANTED

WANTED—Office manager, man or woman, experienced in advertising or publishing accounting and office systems. Lightner Pub. Corp., 2721 S. Michigan Ave., Chicago.

COPY WRITER

We want a copy writer. Must be able to write copy for the leading high-class proprietary medicines. State experience, salary, etc. Box 386, Printers' Ink.

Commercial Illustrator

capable of working in pen and ink and wash. Will make permanent arrangement or part time. Box 378, P. I.

PHOTO-ENGRAVER SALESMAN

A real opportunity for a man who knows photo-engraving and art work. A reasonable starting salary and a chance to grow. Location Detroit, Michigan. Address Box 364, Printers' Ink.

Evening Newspaper in Middle-West city of 50,000 has opening in advertising copy department for aggressive young man experienced in selling advertising and able to plan, layout and write forceful selling copy for local advertising campaigns. Opportunity for development for right man. Submit complete details, experience, qualifications, salary expected. Box 369, P. I.

ARTIST

A high-grade man capable of handling an art department in an engraving house. Must be a thorough artist, capable of doing either high-grade designing or retouching, and experienced in handling men. Give us full information in first letter. Location Detroit, Michigan. Address Box 363, Printers' Ink.

An Opportunity for a

Competent Advertising Manager

He must be a high grade man who can plan store promotion and get things done without friction. He must be able to write well thought-out forceful copy. He must be more than a copy writer, however. This position demands a man of ability beyond the commonplace.

Give full details of experience in first letter and samples of your advertising.

CONRAD & CO.
19-29 Winter Street, Boston, Mass.

Services of salesman experienced in the sale of high grade printing and lithography in the Metropolitan District. One capable of handling and developing high grade accounts. Apply by letter stating experience and references. All communications will be considered strictly confidential. ROBERT GAIR COMPANY, 350 Madison Avenue, New York City.

MAIL ORDER SALES CORRESPONDENT

Man, 25-30. Must have had newspaper editorial experience, also experience writing sales letters for correspondence courses. Permanent position in New York City with high grade correspondence institution open to right man. Write fully giving experience, religious affiliations, references, specimens of work if possible, salary expected. Communications held confidential. Our men know of this advertisement. Address Box 387, P. I.

Thoroughly Capable Advertising Man

for large Southern department store. Client owns one of largest and most successful department stores in South catering to the popular-priced trade doing approximate volume of five million. The man for this position must have actual department store experience and be ready to step into advertising manager's position which will soon be open. Prefer young man who has been assistant in some big city store or who has had charge of store in smaller city. Must be exceedingly rapid and thorough, a worker who can get things done. Apply by letter, giving full particulars about yourself, past experience, references and salary. Include samples of work, marking the layouts and copy you have actually done. Alfred J. Silberstein, Inc., 116 West 32nd Street, New York.

Managing Writer of Advertising Wanted

by Eastern department store of high standing. Must have promotional ideas along conservative lines, and be capable of writing institutional and merchandise copy with style appeal. Submit in first letter a specimen or two of actual work, and give details of age, positions held, which will be considered confidential. Salary, about $5,000. Address Box 365, Printers' Ink.

CANADIAN WANTED

Experienced advertising representative who has broad knowledge of Canada is required by leading Canadian consumer medium. Good opening for keen, energetic Canadian who knows the advertising business and who is now residing or would like to reside in New York. In requesting an interview please give details of nationality, age, education, business experience, present connection and salary requirements. Box 388, P. I.

WOMAN COPY WRITER, LAY-OUT AND ART WORK, SOUTHERN DEPARTMENT STORE.

Client owns one of the largest and most successful department stores in the South, catering to the popular-priced trade, doing an approximate volume of five millions. For this position a woman is preferred who can sketch ready-to-wear, shoes, and make headings. Wonderful opportunity for the right person. Apply by letter only, giving full details about yourself, age, past experience, salary and references. Alfred J. Silberstein, Inc., 116 West 32nd Street, New York City.

MISCELLANEOUS

$ $ $ RECOVERED—SPEEDUP COLLECTIONS

Something new—enough for six accounts FREE—request on letterhead. Mercantile Service, 1507 Arch St., Philadelphia.

STOCK ELECTROTYPES

Send Fifty Cents for the 15th edition of the SPATULA CUT CATALOG and you will get your money's worth of entertaining pictures even if you never buy an electrotype of any one of the nearly 1500 advertising cuts illustrated. Mostly old style cuts. No big heads with little bodies. Spatula Publishing Co., Boston 14, Mass.

POSITIONS WANTED

ART WORK

Creative commercial artist—free lance—Original rough layouts and finishes. Figure, still life, character lettering color or black and white. Twenty-five years' experience, desires another account. Box 370, Printers' Ink.

ADVERTISING & SALES DIRECTOR

A shrewd, energetic young executive who has had unusual success in marketing and advertising nationally known products. A logical combination of a first rate planner, visualizer and writer of advertising campaigns and a first rate sales organizer. I want the opportunity that comes once in a lifetime. Box 383, P. I.

COPY WRITER AND RESEARCH MAN

Yale graduate with 5½ years house organ, copy writing, and research work. Formerly connected with *New York World*, National Cash Register Company and other prominent concerns. Single; 29 years old. Salary about $50. Address Box 371, P. I.

I Want a Job Writing Letters—real, honest-to-goodness, understanding letters; or copy for house organ or trade journal. Experienced editorial assistant and secretary-stenographer. Box 367, P. I.

Experienced Young Man, 22, desires position in Advertising Department of manufacturer. Familiar with production details, possesses eye for layout and ability to write. Box 373, P. I.

I Want an Agency Job where I can be kept busy. I'm 24, college trained, married with almost 5 years of advertising experience, copy writing to production. Box 382, Printers' Ink.

ARTIST—FREE LANCE

A-1 on lettering and design. Clever on booklets and layouts. Ask for samples. Terms reasonable. Box 366, P. I.

—WHAT DEPARTMENT STORE— or agency can use a fluent copy writer? Versatile young man with New York agency experience. Trial, salary secondary. Box 375, Printers' Ink.

Trade Journal Editor

Associate editor of old, established trade journal wishes to make change with larger opportunity. Box 362, P. I.

Young Woman with varied advertising exp. seeks position with some outside work—market investigations or research. No selling or canvassing. Minimum salary $35. Location New York. Box 374, P. I.

By capable business woman, in Chicago; 7 years' exp. in adv., office and selling; competent office mgr. and sec.; have initiative, judgment to act on own responsibility; available now. Box 389, P. I., Chicago.

N. Y. COPY CHIEF

Twelve years on big agency accounts and as advertising manager for large corporations. Box 384, Printers' Ink.

ADVERTISING SALESMAN

Wants to represent advertising firm, in Central Pennsylvania. Commission basis and when earnings are limited only by own ability. Can produce profits for thoroughly reliable firm. Box 379, P. I.

ADVERTISING, SALES-PROMOTION, young man, college education, forceful, convincing writer, splendid record results, seeks better connection; full or part time. Address Box 381, Printers' Ink.

Advertising Manager *or* Assist. Account Executive

Seven years plan, copy and production experience in publication and direct advertising. House-organs, exhibits, etc. Capable executive and organizer. Energetic worker. Box 392, P. I.

ACCOUNTANT. Thoroughly experienced in taking complete charge of bookkeeping methods and systems. Executive ability. University graduate. Christian. Age 34. Married. Box 376, Printers' Ink.

Space Salesman. For past seven years I have sold space in business journals in States comprising the "Chicago territory." Graduate engineer. Interested in hearing from publishers desiring full or part time representation. Box 372, P. I.

ADVERTISING MANAGER AVAILABLE

Six years wide experience, thoroughly familiar with every phase of production and printing. Creator of forceful direct-mail advertising. Box 377, P. I.

A woman seeks good advertising position. Seven years with large national agency in copy writing and selling, entailing travel throughout country. Sixteen months with New York newspaper selling display space. Employed now. Salary important but secondary to opportunity. Box 368, Printers' Ink.

Expert Copy Writer—Part Time

I was one of the originators of "Salesmanship-on-Paper." I have written for such nationally-known products as Crossett Shoes, L. C. Smith Typewriters, Johns-Manville, Ed. Pinaud, Resinol, Fiberloid, etc. Advertising literature—sales letters—house organ editing—publicity. An outside service equal to full-time service in your office—at low rates. Write me for details NOW. Box 390, P. I.

CAUTION

Applicants for positions advertised in PRINTERS' INK are urged to use the utmost care in wrapping and fastening any samples of work addressed to us for forwarding. We are frequently in receipt of large packages, burst open, in a condition that undoubtedly occasions the loss of valuable pieces of printed matter, copy, drawings, etc. Advertisers receiving quantities of samples from numerous applicants, are also urged to exercise every possible care in handling and returning promptly all samples entrusted to them.

PRINTERS' INK acts in the capacity of a forwarder, as a matter of service to both subscriber and advertiser, and where extremely heavy and bulky bundles are addressed in our care, it will be appreciated if the necessary postage for remailing is sent to us at the same time.

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It is not possible to look at any advertisement we have ever produced and say: "That is a Dunham advertisement." Our advertising always represents the client and never ourselves. It is produced not by some theory to which we mold every account, but for the client's needs. In this agency the client holds no conferences with go-betweens. There is no attempt to persuade him that he must follow a pet style of advertisement or meet disaster. Instead he deals directly with the men who actually do his work. They take the time to become acquainted with his business. They produce his advertising from a thorough understanding of his problems. Therefore the only trademark the advertising carries is his own. This plan gives to advertising the greatest possible power.

THE JOHN H. DUNHAM COMPANY

Advertising

TRIBUNE TOWER

CHICAGO



Women prefer The Tribune *in Chicago*

The salesmen of a manufacturer, selling from house-to-house, asked 4000 housewives what their first choice was among Chicago newspapers. The results are shown below:

	Women	Percentage
The Tribune (morning)	*1640*	*41.0%*
2nd newspaper (evening)	*1096*	*27.4%*
3rd newspaper (evening)	*692*	*17.3%*
4th newspaper (morning)	*412*	*10.3%*
5th newspaper (evening)	*92*	*2.3%*
6th newspaper (evening)	*68*	*1.7%*

An electrical household appliance manufacturer wanted to know what newspaper Chicago women preferred. Of 2522 women interviewed over the telephone nearly 2000 read The Tribune. The calls were divided evenly among all telephone exchanges. Following are the figures:

	Women	Percentage
The Tribune (morning)	*1956*	*77%*
2nd newspaper (evening)	*1487*	*58%*
3rd newspaper (evening)	*719*	*28%*
4th newspaper (morning)	*632*	*25%*
5th newspaper (evening)	*184*	*7%*
6th newspaper (evening)	*183*	*7%*

Recently, a breakfast food, a low-priced package unit with general distribution, was advertised in Chicago newspapers. The advertisements carried coupons. When the campaign had run, the coupon returns were tabulated. Again, in confirming manner The Tribune led.

	Coupon returns	Percentage
The Tribune (morning)	*3967*	*47.6%*
2nd newspaper (evening)	*2276*	*27.3%*
3rd newspaper (morning)	*1430*	*17.1%*
4th newspaper (evening)	*664*	*8.0%*

A Conclusive Parallel

	City and sub. circulation*	Answers at the door	Answers on the phone	Coupon returns	Total returns
The Tribune (daily)	*491,214*	*1640*	*1956*	*3967*	*7563*
2nd newspaper	*364,144*	*1096*	*1487*	*2276*	*4959*
3rd newspaper	*387,899*	*692*	*719*	*664*	*2075*
4th newspaper	*275,269*	*412*	*632*	*1430*	*2474*

**Six months' average for the period ending September, 1925*

To analyze Chicago newspaper circulation ring doorbells, call them on the phone, or advertise to them. The answer is the same. More women read The Tribune.

The Chicago Tribune

THE WORLD'S GREATEST NEWSPAPER

Circulation: daily over 725,000; Sunday in excess of 1,100,000